



CITY OF MOUNTAIN VIEW,  
CALIFORNIA

FISCAL YEAR 2004-05  
ADOPTED BUDGET

# **THE CITY OF MOUNTAIN VIEW, CALIFORNIA OPERATING BUDGET FISCAL YEAR 2004-05**

CITY COUNCIL:

Matt Pear, Mayor  
Matt Neely, Vice Mayor

Nick Galiotto  
R. Michael Kasperzak, Jr.  
Gregory Perry  
Rosemary Stasek  
Mary Lou Zoglin

Submitted by:  
Kevin C. Duggan  
City Manager

Prepared by:  
Nadine P. Levin, Assistant City Manager  
Robert F. Locke, Finance and Administrative Services Director  
Patty J. Kong, Asst. Finance and Admin. Services Director  
Helen M. Ansted, Principal Financial Analyst  
Suzanne Niederhofer, Principal Financial Analyst  
Raella Frazier, Administrative Analyst

# **City of Mountain View California**

## **Directory of City Officials**

### City Council

Matt Pear, Mayor

Matt Neely, Vice Mayor  
Nick Galiotto  
R. Michael Kasperzak, Jr.

Gregory Perry  
Rosemary Stasek  
Mary Lou Zoglin

### City Staff

Kevin C. Duggan, City Manager  
Nadine P. Levin, Assistant City Manager  
Michael D. Martello, City Attorney  
Angelita M. Salvador, City Clerk  
Robert F. Locke, Finance and Administrative Services Director  
Kathy Farrar, Employee Services Director  
Elaine Costello, Community Development Director  
Cathy R. Lazarus, Public Works Director  
David A. Muela, Community Services Director  
Karen Burnett, Library Services Director  
Marc Revere, Fire Chief  
Scott S. G. Vermeer, Police Chief

## CONTENTS

### 1. INTRODUCTION

Transmittal Letter .....	1-1
Accomplishments for Fiscal Year 2003-04 .....	1-17
City-Wide Goals for Fiscal Year 2004-05 .....	1-25
Total Fund Revenue and Expenditure Tables.....	1-28
General Fund Operating Revenue and Expenditures.....	1-30
Revenue Charts and Graphs .....	1-32
Expenditure Charts and Graphs .....	1-36
Resolutions .....	1-40
Budget Awards .....	1-47

### 2. DEPARTMENT BUDGETS

General Notes .....	2-1
City Council .....	2-3
City Clerk's Office .....	2-9
City Attorney's Office .....	2-18
City Manager's Office .....	2-26
Employee Services .....	2-35
Finance and Administrative Services .....	2-43
Community Development .....	2-73
Public Works .....	2-105
Community Services .....	2-143
Library Services .....	2-184
Fire .....	2-204
Police .....	2-224

### 3. STATISTICAL SECTION

City Government Organization .....	3-1
Community Profile .....	3-2
Budget Review Process .....	3-11
Full-Time and Permanent Part-Time Position Allocation .....	3-12
Funding for Nonprofit Agencies .....	3-15
Funding for One-Time Expenditures .....	3-16
Adopted Capital Outlay .....	3-18
Adopted Equipment Replacement .....	3-20
Adopted Capital Improvement Projects for Fiscal Year 2004-05 .....	3-22
Ongoing Operating Costs from Adopted Capital Improvement Projects .....	3-31
Top Ten Property Taxpayers .....	3-32
Legal Debt Margin .....	3-33
Annual Debt Service Payments by Entity .....	3-34
Debt Service Requirements .....	3-36
Financial and Budgetary Policy .....	3-37
Glossary .....	3-43



CONTENTS  
(continued)

4. FUND SCHEDULES

Fund Group Summaries .....	4-2
General Operating Fund .....	4-4
General Operating Fund - Shoreline Golf Links .....	4-5
Gas Tax Fund .....	4-6
Construction Tax-Real Property Conveyance Tax Fund .....	4-7
Below Market Rate Housing Fund .....	4-8
Transit Oriented Development .....	4-9
Revitalization Authority Fund .....	4-10
Benefit Assessment District .....	4-11
Supplemental Law Enforcement Services Fund .....	4-12
Community Development Block Grant Fund .....	4-13
Local Law Enforcement Block Grant Fund .....	4-14
Cable Television Fund .....	4-15
Shoreline Regional Park Community Fund .....	4-16
Storm Drain Construction Fund .....	4-17
Park Land Dedication Fund .....	4-18
Water Fund .....	4-19
Wastewater Fund .....	4-20
Solid Waste Management Fund .....	4-21
Equipment Maintenance and Replacement Internal Service Fund .....	4-22
Workers Compensation Self-Insurance Fund .....	4-23
Unemployment Self-Insurance Fund .....	4-24
Liability Insurance Fund .....	4-25
Retirees' Health Program Insurance Fund .....	4-26
Employee Benefits Self-Insurance Fund .....	4-27
Reserves .....	4-28
Schedule of Interfund Transfers .....	4-30

5. FORECAST

Transmittal Memo .....	5-1
Revenue & Expenditure Summary .....	5-4
Revenue Forecasts .....	5-5
Expenditure Forecasts .....	5-26



## CITY OF MOUNTAIN VIEW

Office of the City Manager • 500 Castro Street • Post Office Box 7540 • Mountain View, California 94039-7540  
650-903-6301 • FAX 650-962-0384

July 1, 2004

Honorable City Council  
City of Mountain View

### FISCAL YEAR 2004-05 ADOPTED OPERATING BUDGET

Honorable Mayor Pear and Members of the Council:

I am pleased to present to you the Adopted Operating Budget for the City of Mountain View for the fiscal year beginning July 1, 2004 and ending June 30, 2005. The Fiscal Year 2004-05 budget document is divided into five sections:

1. Introduction—includes a summary of the City's overall financial plan;
2. Department Budgets—includes operating plans for all City departments;
3. Statistical Section—includes statistical information about the City;
4. Fund Schedules—includes adopted budgets for all funds; and
5. Five-Year Forecast—includes the General Operating Fund revenue and expenditure forecast.

This budget, the budget process and the documents that accompany it have been prepared in accordance with Section 1103 of the City Charter, the State Constitutional limit on the proceeds of taxes and all applicable regulations.

### OVERVIEW

The City continues to face significant financial challenges. For the third year in a row, General Operating Fund revenues are not able to meet General Operating Fund expenditures without further expenditure reductions. In each of these three years, staff recommended operating expenditure reductions combined with revenue increases in order to balance the General Operating Fund budget. These reductions include 7.75 full-time equivalent General Fund positions for a total of 51.10 full-time equivalent positions eliminated from the General Fund in a three-year period. Total positions

eliminated in all funds during this same time period equal to 61.25 full-time equivalent positions.

It is fortunate the potential for a serious economic adjustment was identified in previous years. Techniques such as creation of the Economic Stabilization Contingency and a Budget Transition Reserve have allowed the City's adjustment to financial challenges to be less traumatic than would otherwise be the case and will continue to provide flexibility into the future. The City has also responsibly balanced its budget each year without the use of reserves, putting the City in a much better financial position for the 2004-05 fiscal year than many other cities that used reserves over the past two years in order to balance their budgets.

The total City budget for the 2003-04 fiscal year was \$160.6 million, composed of a number of funds, the largest being the General Operating Fund. General Operating Fund revenues were adopted at \$71.0 million for Fiscal Year 2003-04. Unaudited actual revenues total \$71.8 million, \$749,000 or 1.1 percent more than the Adopted Budget.

For the 2004-05 fiscal year, General Operating Fund revenues are adopted at \$72.5 million, \$673,000 or approximately 0.9 percent more than unaudited actuals for Fiscal Year 2003-04 and \$1.4 million or 2.0 percent more than the adopted revenues for Fiscal Year 2003-04.

The Adopted Budget is balanced and includes \$1.5 million for anticipated impacts from the State. The Adopted Budget has a projected positive ending balance of \$1.0 million to serve as the Economic Stabilization Contingency for the 2004-05 fiscal year. This Economic Stabilization Contingency is the lowest since inception.

The State budget deficit continues to be a major concern as we work to deal with our own General Operating Fund budget challenges. How the State will continue to deal with their budget issues and how local government revenues may negatively impacted is an ongoing concern of the City.

The Shoreline Golf Links operations (considered part of the General Operating Fund) is also being impacted by the economy. While rounds of play are around the same level, time of play has changed. Players are taking advantage of lower rates by playing at nonpeak times, causing revenue to decline. Fiscal Year 2003-04 unaudited actual revenue is \$314,000 or 8.1 percent lower than budgeted.

Significant special funds, Revitalization Authority and Shoreline Regional Park (North Bayshore) Community Funds are generally in good financial condition. The Revitalization Authority Fund's revenue has increased due to significant redevelopment in the downtown area. The Shoreline Regional Park Community continues to

generate sufficient tax increment revenues to meet ongoing operations and capital needs, although property tax increment revenues have declined due to vacancy rates in commercial/industrial space.

The utility funds are generally in stable financial condition with the exception of the Wastewater Fund. A 5.0 percent rate increase is adopted for the Water Fund to cover the wholesale water cost increase from the San Francisco Water Department (SFWD), lower than estimated water usage resulting in lower revenue in Fiscal Year 2003-04 and operating costs associated with the Graham Reservoir/Playing Fields. A rate adjustment of 9.0 percent is adopted to reduce the operating deficit in the Wastewater Fund where ongoing revenues are insufficient to meet ongoing expenditures and to fund a base level of annual maintenance projects. A 3.0 percent rate increase is adopted for the Solid Waste Management Fund to cover cost increases for Foothill Disposal.

The Adopted Budget continues the City's commitment to infrastructure repair and replacement to the extent possible and includes funding for the first year of the Five-Year Capital Improvement Program. This Program includes new projects that are high priorities to the Council and the community. The Adopted Budget also includes the minimal investments necessary for capital outlay and equipment replacement.

Unfortunately, we do not anticipate any significant economic turnaround to be in the immediate future for Silicon Valley. Although revenues do not seem to be declining further, they are not increasing sufficiently to keep pace with expenditures. The City will be seriously challenged over the next few years to meet increased operating costs, including those relating to existing employee compensation/benefits.

It appears clear that the level of tax revenues received by the General Operating Fund will not be able, in the foreseeable future, to fund all of the services to which the community has become accustomed. General taxes may at best be able to support basic services, and even those, potentially not at current service levels. We need to continue to focus on providing services more efficiently and determine in what cases services can be modified or in what cases some services can be discontinued. Additionally, this budget includes fee increases for many services that are focused on specific customers. These fee increases focus on those services becoming more self-supporting.

While many of the changes included in this budget were difficult decisions, they will help assure the long-term financial viability of the City and will help protect fundamental services and infrastructure. This strategy is not based on any "quick fixes" or overly optimistic economic forecasts. It confronts a structural decline in revenue with long-term expenditure reductions and limited revenue enhancements. While the City of Mountain View, its City Council and staff will continue to maintain the tradition

of quality public services and facilities, we will need to do more prioritization and will not be able to accomplish as many tasks or always perform them in the same manner.

The Fund Schedule Section of this budget presents the City's financial picture in detail. Following this letter are Exhibits 1, 2, 3 and 4, which detail revenues and expenditures for the Fiscal Year 2002-03 (audited actual), Fiscal Year 2003-04 (adopted and unaudited actual) and Fiscal Year 2004-05 (adopted) for the General Operating Fund and other funds.

### **MAJOR ACCOMPLISHMENTS FOR FISCAL YEAR 2003-04**

The City has accomplished many things over the past fiscal year, even with decreased staff and financial resources. Attachment A provides a list of accomplishments for Fiscal Year 2003-04 by department. Noted on this list are those accomplishments which were prior year goals.

### **MAJOR GOALS FOR FISCAL YEAR 2004-05**

The City will be undertaking a wide variety of projects and assignments during Fiscal Year 2004-05. Even with decreased staff and financial resources, there are important issues and projects to be addressed. Attachment B provides a list of goals the City will be undertaking during Fiscal Year 2004-05. While this list is only a small portion of the overall workload of the organization, these goals are viewed as the most significant for the 2004-05 fiscal year. These goals are a result of City Council goal-setting study sessions on March 2 and May 11, 2004, and were formally adopted by the City Council on May 25, 2004 and reflect City Council priorities for the 2004-05 fiscal year. This list reflects both existing projects/issues that are carrying over into Fiscal Year 2004-05 as well as new topics and projects.

As noted above, even with significantly reduced financial and staffing resources, the City Council and staff will be engaging a number of important issues and projects for Fiscal Year 2004-05.

### **BUDGET HIGHLIGHTS**

- **General Operating Fund**

General Operating Fund revenues adopted for Fiscal Year 2003-04 total \$71.0 million. The unaudited actual revenues for Fiscal Year 2003-04 total \$71.8 million (\$749,000 or 1.1 percent more than the Adopted Budget).

General Operating Fund unaudited actual expenditures for Fiscal Year 2003-04 are \$65.5 million or 4.4 percent lower than the Adopted Budget of \$68.5 million. This is primarily a result of salary savings from vacant positions due to hiring restrictions, but also reflects the underexpended budgets for various supplies and services accounts.

Adopted revenues for Fiscal Year 2004-05 are \$72.5 million, 2.0 percent higher than Fiscal Year 2003-04 adopted and 0.9 percent higher than Fiscal Year 2003-04 unaudited actual.

Fiscal Year 2004-05 adopted operating expenditures include the minimum, unavoidable increases for items such as health insurance, retirement costs and employee group contract increases. Fiscal Year 2004-05 adopted operating expenditures also include significant reductions, including the elimination of 7.75 full-time equivalent positions for a total of 51.10 full-time equivalent positions in the General Operating Fund over a three-year period. With these changes, adopted expenditures are \$71.4 million, 4.3 percent higher than Fiscal Year 2003-04 Adopted Budget. The Adopted Budget includes a reservation of revenues totaling \$1.0 million or 1.4 percent of revenues as an Economic Stabilization Contingency.

### **Shoreline Golf Links**

Fiscal Year 2003-04 unaudited actual revenues are \$3.6 million compared to budgeted revenues of \$3.9 million. Unaudited actual expenditures are \$3.6 million (including \$250,000 for recreation programs) compared to the Adopted Budget of \$3.8 million (including recreation programs). Shoreline Golf Links has an unaudited ending balance of \$2.0 million for Fiscal Year 2003-04.

For Fiscal Year 2004-05, adopted revenues are \$3.8 million, and adopted expenditures are \$4.1 million (including \$71,000 for capital projects and \$450,000 for recreation programs). This results in expenditures exceeding revenues by approximately \$240,000 and a projected ending balance of \$1.7 million.

- **Special Funds**

### **Revitalization Authority Fund**

Fiscal Year 2003-04 unaudited actual revenues are \$3.7 million (excluding \$9.0 million for the 2003 COPs and \$1.0 million for the 2003 TABs), \$622,000 more than the Adopted Budget of \$3.1 million. Unaudited actual expenditures are \$2.2 million (excluding \$7.5 million for the parking structure capital project and

including \$146,000 for ERAF payment), \$394,000 more than the Adopted Budget. This is due to debt service payments (\$197,000) from debt issued during the fiscal year, the ERAF payment (\$146,000) and increased housing set-aside (\$64,000) due to actual property taxes higher than budgeted. The fund has an unaudited ending balance of \$2.5 million for Fiscal Year 2003-04.

Revenues for Fiscal Year 2004-05 are adopted at \$3.2 million, and expenditures are adopted at \$4.4 million (including capital projects of \$1.4 million). Without capital projects, adopted revenues exceed expenditures by approximately \$205,000. The fund has a projected ending balance of \$2.4 million.

#### **Shoreline Regional Park (North Bayshore) Community Fund**

For Fiscal Year 2003-04, unaudited actual revenues are \$22.4 million compared to budget of \$22.2 million. This is primarily a result of lower property taxes due to high commercial vacancy rates offset by unbudgeted capital project refunds. Unaudited actual expenditures are \$28.1 million (excluding \$7.0 million bonds purchased, but including capital projects of \$14.9 million) compared to the Adopted Budget of \$27.1 million (which included capital projects of \$13.2 million). This fund has an unaudited balance of \$27.3 million for Fiscal Year 2003-04.

For Fiscal Year 2004-05, revenues are adopted at \$20.6 million, and adopted expenditures are \$24.4 million (including capital projects of \$10.1 million). The ending balance for Fiscal Year 2004-05 is projected at \$23.6 million.

#### **Water Fund**

Unaudited actual revenues for Fiscal Year 2003-04 are \$16.9 million, higher than the Adopted Budget of \$16.3 million due to higher than estimated water usage. Unaudited actual expenditures are \$16.2 million (including capital projects of \$2.1 million), lower than the Adopted Budget of \$16.4 million due to salary savings and other operating savings. This fund has an unaudited ending balance of \$6.0 million in addition to a reserve balance of \$5.4 million for Fiscal Year 2003-04.

Water rates were strategically increased by 3.0 percent in Fiscal Years 2001-02 and 2002-03 in order to mitigate larger increases in future years. A 6.0 percent rate adjustment was approved for Fiscal Year 2003-04, much lower than would otherwise have been necessary considering the 25.0 percent increase in wholesale water cost from SFWD.

A 5.0 percent rate increase is approved for Fiscal Year 2004-05 to cover a wholesale water increase from SFWD and new ongoing operating costs associated with the Graham Reservoir/Playing Fields project.

With the 5.0 percent rate increase, adopted revenues for Fiscal Year 2004-05 are \$16.3 million. Adopted operating expenditures for Fiscal Year 2004-05 total \$17.5 million (including capital projects of \$3.1 million). The projected ending balance for Fiscal Year 2004-05 is \$5.3 million, excluding reserves of \$5.6 million.

### **Wastewater Fund**

Unaudited actual revenues for Fiscal Year 2003-04 are \$10.6 million, slightly higher than the budget of \$10.5 million. Wastewater service revenues and investment earnings are slightly lower than budgeted. Expenditures were originally adopted (including capital projects of \$1.8 million) at \$13.1 million. Fiscal Year 2003-04 unaudited actual expenditures are \$12.5 million (including capital projects of \$2.1 million). As the City's volume and proportionate share of wastewater treatment has declined, a credit of approximately \$763,000 for Fiscal Year 2002-03 wastewater treatment costs has been included in the unaudited actuals, thereby reducing the amount owed during the 2003-04 fiscal year. The fund has an unaudited ending balance of \$4.0 million and a reserve balance of \$8.1 million for Fiscal Year 2003-04.

Council approved a rate increase of 8.0 percent for Fiscal Year 2003-04 in order to move toward bringing the operating revenues more in line with operating expenditures. This rate increase was not sufficient to fund all ongoing operating expenses nor a baseline of annual capital maintenance projects. A 28.0 percent rate increase would have been needed to meet these objectives. Currently, capital projects are being funded from available balance and reserves, which are higher than required by policy. Even with the 8.0 percent rate increase for Fiscal Year 2003-04, ongoing revenues are still not covering ongoing expenditures. Council approved a 9.0 percent rate increase for Fiscal Year 2004-05 to continue to move toward bringing revenues in line with operating expenditures. Again, capital maintenance projects will be funded from available balance and reserves. A larger rate increase can be deferred at this time as there is a sufficient available balance and reserve balance to fund annual CIPs. However, it will be necessary to continue to recommend significant rate increases for future years until this fund is brought into balance. Staff has completed a rate structure review of wastewater services and will be returning to Council in the fall with recommendations.

With this increase, Fiscal Year 2004-05 adopted revenues for this fund are \$11.5 million, and adopted operating expenditures (including capital projects of



\$1.6 million) total \$13.5 million. The ending balance for Fiscal Year 2004-05 is projected at \$2.5 million with a reserve balance of \$8.0 million.

#### **Solid Waste Management Fund**

A 2.0 percent rate increase was adopted for Fiscal Year 2003-04. City unaudited actual revenue for Fiscal Year 2003-04 totals \$8.0 million compared to the Adopted Budget of \$8.0 million. Revenues are slightly lower than budget as a result of decreased refuse service demand related to increased commercial/industrial recycling and to the slower economy.

City unaudited actual expenditures are \$8.0 million (excluding Foothill payment of \$8.2 million) compared to the Adopted Budget of \$9.7 million (excluding payment to Foothill of \$8.6 million, but including capital outlay of \$1.6 million). The variance of \$1.7 million is mainly the result of the \$1.6 million in capital outlay that was capitalized. Also, a credit of approximately \$200,000 greater than projected from the SMaRT® Station was received for Fiscal Year 2002-03, reducing disposal costs in the 2003-04 fiscal year. No significant credit for Fiscal Year 2003-04 is projected to be received. The fund has an unaudited balance of \$6.0 million and reserves of \$2.4 million for Fiscal Year 2003-04.

There was no general rate increase to refuse services in the two years prior to the 2003-04 fiscal year. Any increases provided by contract to Foothill were absorbed by reducing the City's share of refuse revenues. In Fiscal Year 2003-04, the increases associated with Foothill's expenditures could no longer be absorbed; therefore, a 2.0 percent rate increase was adopted. For Fiscal Year 2004-05, a 3.0 percent general rate increase is approved to cover increases associated with Foothill's expenditures.

With a 3.0 percent general rate increase, revenues for Fiscal Year 2004-05 are adopted at \$7.6 million (excluding Foothill Disposal Company revenues of \$9.0 million), and adopted expenditures are \$8.3 million (including \$109,000 for capital improvement projects and excluding payments to Foothill Disposal Company of \$9.0 million). The ending balance for Fiscal Year 2004-05 is projected at \$5.3 million with reserves of \$2.4 million.

- **Reserves**

The City has an accumulated \$16.7 million in unallocated carryover from prior fiscal years that will be supplemented by the 2003-04 fiscal year's unaudited \$6.6 million carryover in addition to \$3.3 million in one-time revenues. Council has adopted supplementing reserves as follows:

- To provide for a temporary revenue loss similar to that in the Governor's local government agreement, \$1.5 million of the current year carryover balance be budgeted as a contingency amount that would be transferred to the General Operating Fund up to the amount needed to balance actual revenues against actual expenditures at the end of the fiscal year.
- Retirees' Health Reserve is to be supplemented by \$3.0 million in order to bring this reserve closer to its actuarial liability and provide increased investment earnings to assist in offsetting General Operating Costs.
- The Strategic Property Acquisition Reserve is to be supplemented by \$3.2 million received from the lease for the San Antonio Loop property.
- The Compensated Absence Reserve is to be supplemented by \$1.0 million in order to maintain the target balance during Fiscal Year 2004-05.
- PERS Liability Reserve is to be established at \$4.9 million funded from prior year savings in the miscellaneous group PERS rates.

In this Adopted Budget, reserves are consistent with the City's financial policies that ensure reserves will be maintained at prudent levels.

- **Capital Improvement Projects, Capital Outlay and Equipment Replacement**

On May 25, 2004, the Five-Year Capital Improvement Plan for Fiscal Years 2004-05 through 2008-09 was adopted in the amount of \$23.3 million. The Adopted Budget includes funding for Fiscal Year 2004-05 projects. A detailed list of adopted capital projects is included in the Statistical Section.

Included in the Fiscal Year 2004-05 Adopted Budget is approximately \$163,400 for capital outlay expenditures in the General Operating Fund. An additional \$249,000 of capital outlay is adopted for other funds for a total of \$412,400.

In addition, approximately \$2.5 million is included in the Fiscal Year 2004-05 Adopted Budget for equipment replacement in accordance with the equipment

replacement plan. The General Operating Fund, Special Funds and the Enterprise (Utility) Funds all contribute to the Equipment Replacement Fund.

Detailed lists of adopted capital outlay expenditures and adopted equipment replacement expenditures are included in the Statistical Section of this document.

The following sections describe the budget process, the basis of accounting utilized by the City of Mountain View and the budget amendment process.

### **THE BUDGET PROCESS**

The budget process begins in November of each year, when all City departments begin preparation of their budget proposals for the upcoming fiscal year.

Departments submit budget requests to the Budget Review Team (consisting of the Assistant City Manager and the Finance and Administrative Services Director) in late December. The Budget Review Team reviews these requests and submits recommendations to the City Manager.

The City Manager assesses the Budget Review Team's recommendations, meets with department heads for further discussion and typically submits recommendations to the City Council in the form of the Narrative Budget Report in May. (Because of the significant challenges for Fiscal Year 2004-05, the Council received the City Manager's recommendations earlier than usual for the General Operating Fund on March 30, 2004. The other funds were presented to the City Council on May 4, 2004.) The City Council is then able to review and discuss the recommendations and consider the budget prior to the presentation of the Proposed Budget.

The Proposed Budget is presented to the City Council in early June and considered at public hearings. The City's annual budget must be adopted prior to the beginning of each fiscal year (July 1). For a more detailed time line, refer to the Budget Review Process in the Statistical Section.

### **FINANCIAL AND BUDGETARY POLICIES**

The City Council has established financial and budgetary policies which are reviewed and updated as necessary by the City Council. A comprehensive and consistent set of financial and budgetary policies provides a basis for sound financial planning, identifies appropriate directions for service level development, aids budgetary decision-making and serves as an overall framework to guide financial management and operations of the City.

A city's adoption of financial policies also promotes public confidence and increases the City's credibility in the eyes of bond rating agencies and potential investors. Such policies also provide the resources to react to potential financial emergencies in a prudent manner.

A summary of financial and budgetary policies is included in the Statistical Section of this document.

### **BUDGET AMENDMENT PROCESS**

Pursuant to financial policy, budgets are approved at the fund and department level (legal level of control) and may not be exceeded without City Council approval. Transfers and adjustments between funds, departments and capital projects must be submitted to the City Council for approval. The City Charter requires approval by five votes of the seven-member City Council to amend the budget.

Budget adjustments are also required for grants and reimbursed services that were not anticipated or budgeted. Council Resolution No. 15443 authorizes the Finance and Administrative Services Director and the City Manager to increase appropriations up to \$10,000 and \$36,000 (indexed for inflation), respectively, when outside grants or reimbursement revenues have been received to offset expenditures that were not anticipated or budgeted. If the grant or reimbursement is not within the City Manager's level of authorization, a request for an appropriation increase must be submitted to the City Council for approval (five votes required).

Department heads are responsible for managing expenditures within their budget and assuring funds are only expended for properly authorized City expenses. Department heads are also responsible for expending funds consistent with the goals and objectives approved by the City Council.

### **BASIS OF BUDGETING**

All Governmental Fund Type annual budgets are presented on a basis consistent with the general purpose financial statements prepared in accordance with generally accepted accounting principles. The City's Fiscal Year 2003-04 Comprehensive Annual Financial Report was prepared in accordance with the requirements of Governmental Accounting Standards Board (GASB) Statement No. 34 and provides the government-wide financial statements in addition to the fund financial statements. The accounting and financial reporting treatment applied to the fund financial statements is determined by the measurement focus of the individual fund.

Governmental Fund Types are accounted for using the modified accrual basis of accounting. Revenues are recorded as received, or accrued if they are both measurable and available to finance expenditures of the current period. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on long-term debt, which are recorded when paid.

Proprietary Fund Types are accounted for using the accrual basis of accounting wherein revenues, unbilled or billed, are recognized in the accounting period in which they are earned, and expenses are recognized in the period liabilities are incurred. For budgetary purposes, capital projects are appropriated for the estimated cost of the total project. These financial uses of funds are not reflected as expenses in the City's financial statements but are capitalized and depreciated in accordance with generally accepted accounting principles.

#### **COST ALLOCATION PLAN**

The City prepares an A-87, cost allocation plan, to identify the costs associated with providing certain services. These indirect charges, noted as General Fund Administration on the Fund Schedules, reimburse the General Operating Fund for services such as those provided by the City Attorney, Employee Services, Payroll, Accounts Payable and Information Services. The full cost allocation plan delineates the basis of allocation by department and can include the total operating budget, the number of full-time equivalent positions per department, the number of work requests, square footage occupied, number of items processed, number of applicable devices, etc.

The City also has six Internal Service Funds that provide services to all major funds within the City and, in turn, charge these funds for the cost of providing services. Revenues received for providing services are noted as Interfund Service Charges on the Fund Schedules.

#### **DEBT ADMINISTRATION**

As of June 30, 2004, the City will have various debt obligations outstanding. These obligations are comprised of (dollars in thousands):

<u>Entity</u>	<u>Principal Outstanding</u>
City of Mountain View	\$9,510
Shoreline Regional Park Community	\$53,385
Revitalization Authority	\$23,930
Special Assessment Debt	\$1,436

The City of Mountain View's 2001 debt was issued to refinance and call bonds on the City lease component of the 1992 Capital Improvement Financing Authority Revenue Bonds.

The Shoreline Regional Park Community (the Community) has three outstanding tax allocation bond issues. The 1996 Series A Bonds were issued to fund the acquisition of certain land from the City and to fund road, water, sewer and other public improvements along certain roadways. The 2001 Refunding Bonds were issued to refinance and call bonds on the 1992 Refunding Bonds. The 2004 Refunding Bonds were issued to refinance the 1993 Series A Bonds (which were issued to finance certain landfill closure projects and other public improvements within the Community).

The Revitalization Authority funds debt payments for the 2003 Refunding Certificates of Participation and capital project debt issuance. The Certificates were issued to refinance all of the outstanding Revitalization Authority 1995 refunding Certificates of Participation (which refunded the 1986 Tax Allocation Bonds issued for the reconstruction of Castro Street), and issue new debt for the Downtown Parking Structure No. 2. The Revitalization Authority also funds debt payments for the 2003 Tax Allocation Bonds issued to fund miscellaneous capital projects in the redevelopment area and to fund low- and medium-income housing funded by the 20 percent Housing Set-Aside funds of the Authority.

Special Assessment Debt consists of various issues to finance property owner improvements within the City.

## **CALCULATION OF APPROPRIATIONS LIMIT**

The City is required by the State Constitution, Article XIII B, to annually calculate the maximum amount of appropriations subject to limitation. This calculation is intended to limit the annual growth in tax revenues used to fund governmental expenditures in California. Article XIII B was changed with the passage of Proposition 111 on the June 1990 ballot. These changes permit greater flexibility with regard to annually calculating increases in the appropriations limit by allowing additional growth factors to be used. The factors permitting the maximum allowable increase in the appropriations limit are chosen for the calculation each fiscal year.

As can be seen below, the City is substantially under its appropriations limit. The difference between the appropriations limit and the appropriations subject to limitation has grown over the past decade as the limit has been substantially increased by the annual adjustment factors.

This, combined with the comparatively slower pace of growth in proceeds of taxes over the same time period, has contributed to the amount under the appropriations limit.

Fiscal Year 2002-03 Limit Amended	\$133,694,935
2002-03 Population Change in Santa Clara County	1.0079
2002-03 Change in Per Capita Personal Income	<u>1.0231</u>
Fiscal Year 2003-04 Amended Limit	137,863,876
Fiscal Year 2003-04 Budget Amount Subject to Limitation	<u>43,854,223</u>
Amount Under Appropriation Limit	\$ <u>94,009,653</u>
Fiscal Year 2003-04 Limit	\$137,863,876
2003-04 Population Change in Santa Clara County	1.0072
2003-04 Change in Per Capita Personal Income	<u>1.0328</u>
Fiscal Year 2004-05 Limit	143,410,989
Fiscal Year 2004-05 Budget Amount Subject to Limitation	<u>43,467,390</u>
Amount Under Appropriation Limit	\$ <u>99,943,599</u>

## AWARDS

For the eleventh time, the Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Mountain View for the Fiscal Year 2003-04 annual budget.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communications device.

In addition, for the eighteenth year, the California Society of Municipal Finance Officers (CSMFO) has presented the City with an award for Excellence in Operational Budgeting for the Fiscal Year 2003-04 budget documents.

The awards are valid for a period of one year only. The Fiscal Year 2004-05 budget documents continue to conform to program requirements and will be submitted to GFOA and CSMFO to determine eligibility for another award.

## CONCLUSION

This has been another difficult year for preparing the City's budget. Difficult choices relating to both revenues and expenditures have been required to maintain a responsibly balanced budget. Additionally, further budget actions may be required after the adoption of the State budget.

The positive aspect of the last three difficult budget processes is that the budget has been "responsibly balanced" by addressing the structural deficit in revenues, and the City has been placed in an effective position to deal with continued economic uncertainty. It provides a financial plan that does not transfer challenges into future years, when it is quite possible that new challenges will confront us.

Fiscal Year 2004-05 adopted General Fund revenues are \$72.5 million, and adopted expenditures are \$71.4 million. There is no revenue balance after reserving for the Economic Stabilization Contingency in excess of \$1.0 million. General Fund revenues for Fiscal Year 2004-05 are projected to increase by 0.9 percent from Fiscal Year 2003-04 unaudited actuals and are projected 2.0 percent higher than Fiscal Year 2003-04 adopted revenues. Significant department operating reductions are adopted, combined with adopted revenue increases, in order to balance the Fiscal Year 2004-05 budget. A few unavoidable increases have been included.

The Shoreline Golf Links operations are experiencing lower revenues as a result of the continuing sluggish economy. Greens fees and driving range fee increases are adopted for the 2004-05 fiscal year.

The Revitalization Authority has seen an increase in its tax increment revenues and has sufficient financial capacity to support the two bond issues completed during Fiscal Year 2003-04.

The Shoreline Regional Park Community continues to experience high commercial vacancy rates and it is projected that unsecured property tax increment revenue will decline in the 2004-05 fiscal year.

A 5.0 percent rate increase is adopted for the Water Fund to cover wholesale water cost increases and new operating costs for the Graham Reservoir/Playing Fields.



A 9.0 percent increase is adopted in the Wastewater Fund for Fiscal Year 2004-05 to continue to move toward balancing ongoing revenues against expenditures. This will not fund a baseline level of annual capital maintenance projects. A continuation of rate increases in the future will be needed for revenues to fund expenditures and capital projects. Staff will be returning to Council to review potential rate restructuring for wastewater services.

A 3.0 percent rate increase is adopted in the Solid Waste Fund for Fiscal Year 2004-05 to cover the significant cost increases experienced by Foothill Disposal.

Reserves are generally in good condition, and a new reserve as well as supplemental allocations are adopted to be funded by the unallocated General Fund carryover balance.

Little revenue growth has resulted in the operating expenditure adjustments being needed in order to maintain the City's financial health into the future. The Five-Year Forecast for the General Operating Fund points out the need for careful future expenditure management.

Many staff members have contributed significantly to the preparation of this document. All department heads have shown the type of teamwork, cooperative spirit and creativity necessary for this process. I would particularly like to thank Assistant City Manager Nadine Levin, Finance and Administrative Services Director Robert Locke, Assistant Finance and Administrative Services Director Patty Kong, Principal Financial Analysts Helen Ansted and Suzy Niederhofer and Administrative Analyst Raella Frazier for their assistance with the Operating Budget. I would also like to thank Administrative Services Manager Jim Williamson and Performing Arts Manager Ellen Miner for their assistance with the capital outlay process and the Document Processing and Copy Center staff for their constant support in the preparation of this document.



Kevin C. Duggan  
City Manager

KCD/SN/5/BUD  
541-08-24-04L^

Enclosures

**MAJOR ACCOMPLISHMENTS  
FOR FISCAL YEAR 2003-04**

City Clerk's Office

- Implemented an e-mail notification service on the City's web site for Council meeting agendas with direct links to reports. (Adopted Fiscal Year 2003-04 goal.)
- Coordinated the installation of a phone tree system for the City's general information telephone line and the development of signage and locator maps around City Hall.
- Coordinated the City's first Board/Commission/Committee/Council/staff workshop.

City Attorney's Office

- Continued to provide legal support for the Silicon Valley Regional Emergency Communications Interoperability Project.
- Designed and implemented a code enforcement module for the City's permitting system to provide better communication and code enforcement efforts. (Adopted Fiscal Year 2003-04 goal.)

City Manager's Office

- Coordinated review and comment on environmental clean-up proposals at Moffett Federal Airfield and other groundwater contamination sites. (Adopted Fiscal Year 2003-04 goal.)
- Coordinated review and comment on environmental documents for the South Bay salt pond restoration project.
- Conducted a cost-recovery analysis for fees charged by the Community Development, Community Services, Fire and Public Works Departments to better align fees charged with costs of providing services in conjunction with the Finance and Administrative Services Department.
- Participated in the cooperative implementation of several early childhood development programs through the Proposition 10 (First Five) North Santa Clara County Regional Partnership and Coordinating Committee. (Adopted Fiscal Year 2003-04 goal.)

- Applied for and received more than \$850,000 in grants and other funding to support and enhance City programs.

#### Employee Services Department

- Implemented an automated self-serve employee on-line component of the City's new HR/Payroll system in conjunction with the Finance and Administrative Services Department. (Adopted Fiscal Year 2003-04 goal.)
- Reviewed and integrated Employee Services Department information into the City's web site.
- Reviewed and implemented a Voluntary Time Off (VTO) policy.

#### Finance and Administrative Services Department

- Obtained confirmation of the City's AAA credit rating from Standard and Poor's credit rating agency.
- Completed an expanded Fiscal Year 2004-05 budget process in conjunction with the City Manager's Office.
- Completed successful refinancings of Revitalization Authority and Shoreline Community long-term bonded debt.
- Completed parking structure bond issuance. (Adopted Fiscal Year 2003-04 goal.)
- Completed low-/moderate-income housing debt issuance.
- Received awards from national and State public finance organizations for an outstanding budget document and excellent comprehensive annual financial report and award for excellent Information Systems processes.

#### Community Development Department

- Completed Phase II of the Downtown Precise Plan update. (Adopted Fiscal Year 2003-04 goal.)
- Completed the Economic Development Strategy and Action Plan and retained or attracted numerous major businesses to Mountain View. (Adopted Fiscal Year 2003-04 goal.)

- Completed a work plan for review of the HP campus at Mayfield Mall. (Adopted Fiscal Year 2003-04 goal.)
- Started review of the redevelopment of the Emporium site for the Palo Alto Medical Foundation and the update to the Americana Precise Plan. (Adopted Fiscal Year 2003-04 goal.)
- Implemented a new fee schedule for review of private development project documents.
- Developed a draft of a permanent historic preservation ordinance and held public hearings and a Council study session on the draft ordinance in conjunction with the City Attorney's Office. (Adopted Fiscal Year 2003-04 goal.)
- Coordinated planning and design review of private development projects such as: Lovewell/Air Products; Avenidas senior day health care; efficiency studios project; Whisman Station expansion; Costco expansion; Mountain View BMW; townhouse projects; retail building projects; and Mountain View Hotel remodel and Historic Preservation Permit. (Adopted Fiscal Year 2003-04 goal.)
- Updated the Facade Improvement Program by establishing a sliding scale for grants.
- Conducted the first virtual real estate broker tour as part of ongoing implementation of the Downtown Retail Recruitment Strategy. (Continuing Fiscal Year 2003-04 goal.)
- Completed review of a hotel proposal for the City's Charleston East site. (Adopted Fiscal Year 2003-04 goal.)
- Completed agreements with Project Match to transfer ownership of the transitional house to the City on an interim basis and completed draft agreements and a management plan for InnVision to take final ownership.
- Assisted Charities Housing in securing \$4.9 million in State Multi-Family Housing Program funds and tax credit funding for the efficiency studios and completed contracts for prevailing wage monitoring. (Adopted Fiscal Year 2003-04 goal.)
- Continued to address mobile home park issues. (Continuing Fiscal Year 2003-04 goal.)
- Received a favorable review in the three-year HUD audit of the City's CDBG/HOME Program.

- Developed a newsletter to promote the City's affordable housing accomplishments.
- Implemented Phase I of NPDES requirements concerning storm water runoff in conjunction with the City Attorney's Office and Fire Department. (Adopted Fiscal Year 2003-04 goal.)
- Completed and remarketed the E-Permit Internet-based permitting system.

#### Public Works Department

- Successfully secured Mountain View as a Baby Bullet Caltrain stop.
- Certified the Environmental Impact Report and approved the Stevens Creek Trail, Reach 4, Segment 2 project. (Adopted Fiscal Year 2003-04 goal.)
- Completed design and awarded a construction contract for the Miramonte Reservoir. (Adopted Fiscal Year 2003-04 goal.)
- Completed construction of the Interim Senior Center and Senior Center garden. (Adopted Fiscal Year 2003-04 goal.)
- Completed schematic design of the New Senior Center. (Adopted Fiscal Year 2003-04 goal.)
- Substantially completed construction of Evelyn Avenue Phase III. (Adopted Fiscal Year 2003-04 goal.)
- Initiated design of the downtown parking structure. (Adopted Fiscal Year 2003-04 goal.)
- Negotiated and completed agreements with the Mountain View-Whisman School District for the Graham Reservoir and sport field project and certified environmental documents; completed conceptual design; and awarded the first-phase construction contract. (Adopted Fiscal Year 2003-04 goal.)
- Completed design of the Shoreline Golf Links Pro Shop in conjunction with the Community Services Department. (Adopted Fiscal Year 2003-04 goal.)
- Applied for and received a \$250,000 Safe Routes to School Grant.

- Negotiated and completed agreements with the Mountain View-Los Altos Union High School District for the Alta Vista Continuation High School. (Adopted Fiscal Year 2003-04 goal.)
- Implemented Recycling Program enhancements. (Adopted Fiscal Year 2003-04 goal.)
- Developed a City-owned downtown property strategy.
- Continued 85/101 construction coordination. (Adopted Fiscal Year 2003-04 goal.)
- Initiated the Shoreline Sailing Lake Study. (Adopted Fiscal Year 2003-04 goal.)
- Substantially completed construction of a micro turbine project to convert landfill gas to energy to power several City-owned facilities in Shoreline at Mountain View Park.
- Completed EPA Mandated Water/Wastewater Vulnerability Studies. (Adopted Fiscal Year 2003-04 goal.)
- Began construction of the Hetch-Hetchy Trail.
- Completed the Rengstorff Avenue Grade Separation Study. (Adopted Fiscal Year 2003-04 goal.)
- Completed reconstruction of Wild Cherry Lane.
- Selected Alza Corporation as a partner for the landfill gas to energy project.
- Developed a North Bayshore reclaimed water project concept and funding strategy.

#### Community Services Department

- Completed the Athletic Field Inventory Study, Part 1, and revised the Athletic Field Use Policy. (Adopted Fiscal Year 2003-04 goal.)
- Completed a Golf Course Fee Study.
- Reorganized and consolidated Parks and Forestry and Roadway Landscape Divisions.
- Implemented Year 1 of the Center for Performing Arts Facility Use Fee.

- Implemented the CPA eSpotlight, a new e-mail campaign that promotes ticket sales to over 5,000 patrons twice a month.
- Conducted the Mayor's Youth Conference in conjunction with the City Manager's Office.
- Installed a new golf course Pro Shop and reservations management system with capabilities for voice-based tee-time reservations in conjunction with the Finance and Administrative Services Department. (Adopted Fiscal Year 2003-04 goal.)
- Constructed ADA playground improvements at Rex Manor and San Veron Parks in conjunction with the Public Works Department. (Adopted Fiscal Year 2003-04 goal.)

#### Library Services Department

- Enhanced Library teen services programs with a dedicated Teen Zone; the addition of permanent teen services staff; and increased funding for materials and special year-round events. (Adopted Fiscal Year 2003-04 goal.)
- Increased customer Library self-service by installing and upgrading self-check-out equipment, resulting in 50 percent of the items borrowed are now through self-check out. (Adopted Fiscal Year 2003-04 goal.)
- Improved Library services to diverse populations by adding new collections in Hindi and Farsi and offering programs for all ages in Spanish and Chinese.
- Began a quarterly Library adult book discussion group program and expanded it to monthly due to its popularity.
- Received numerous grants for teen and children's Library programs and a major grant from Google to purchase a vehicle and develop a new mobile library services program.
- Installed a new Library Internet and computer management system, reducing the amount of staff time necessary to manage public computers available in the Library in conjunction with the Finance and Administrative Services Department.

#### Fire Department

- Provided mutual aid to the 2003 Southern California Wildfires.

- Completed an organizational analysis of the Fire and Environmental Protection Division of the Fire Department.

#### Police Department

- Conducted the first Spanish-language Citizens Police Academy in conjunction with the City Manager's Office.
- Expanded the Neighborhood Watch Program to over 76 watches throughout the City. (Adopted Fiscal Year 2003-04 goal.)
- Successfully launched the Business Watch Program which provides for a direct partnership between the business community and the Police Department. (Adopted Fiscal Year 2003-04 goal.)
- Expanded the Volunteers in Partnership Program to 60 Police volunteers and 15 Police Explorers who provided over 5,000 hours of service to the department and community.
- Established a Police Department Multi-Lingual Volunteers Interpreter Corps Program to provide interpretive services in over 10 different languages to the department.
- Expanded opportunities for residents to have their children fingerprinted, fingerprinting over 700 children this year.
- Reinstated the Suppression and Support Unit (formerly Crime Suppression Team), focusing on cases involving controlled substances and Internet-predatory crimes against children.
- Received recognition for the second year in a row for having the highest number of driving under the influence (DUI) arrests for a Santa Clara County police department with fewer than 1,000 Sworn Officers.

SN/6/BUD  
541-08-31-04Li^



---

## NOTES

(This page left intentionally blank)

---

**MAJOR GOALS FOR FISCAL YEAR 2004-05**  
**(Adopted May 25, 2004)**

- Mayfield Site/Toll Brothers Project Planning Process
- Americana Precise Plan/Camino Medical Project Planning Process
- Graham Reservoir/Well/Playing Fields
- El Camino Hospital Redevelopment Planning Process
- Miramonte Reservoir Construction
- Support/Collaboration—Schools (precise definition pending referral to Council Youth Services Committee)
- Stevens Creek Trail Design—Yuba Drive to South Side of El Camino Real (pending EIR)
- Implementation of Service Level Reductions/Organizational Restructuring
- Housing Element Action Items:
  - Rowhouse Guidelines
  - Mandatory Mediation Evaluation
  - Minimum Density Requirements Work Plan
- Charleston East—Removal of Nonprofit Use Reference
- Moffett Boulevard/Highway 101 Gateway Property Planning
- Senior Center Design/Coordination with Avenidas
- Shoreline Reclaimed Water Project
- Electricity Generation Project (Alza)
- Affordable Housing Strategy Development
- Moffett Field Fire Services Review
- California/Bryant Parking Structure Design
- Shoreline Golf Links Pro Shop Construction
- Shoreline Maintenance Facility Design
- Efficiency Studios Project (coordinate with Charities Housing)
- 85/101/Shoreline Interchange (coordinate with VTA)
- Cable TV Franchise Renewal Process
- Mobile Library Services Expansion
- Design of Stevens Creek Trail Overcrossing of Moffett Boulevard
- Design of Permanente Creek Overcrossing of Highway 101
- Budget Follow-Up/Monitoring/Preparation for FY 2005-06
- Rate Structure Review of Wastewater Fund
- City Council Election
- Shoreline Boulevard Reconstruction (within Shoreline at Mountain View park)
- Shoreline Amphitheatre Issues
- Shoreline Community Financial Structure
- Redevelopment of Downtown City-Owned Properties
- Devonshire Park Design/Construction

- Evaluation of City Properties for Potential Additional Playing Fields
- Bicycle Boulevards (pending report from Bicycle/Pedestrian Advisory Committee)
- Community Gardens (pending upcoming study session)
- Historic Preservation Ordinance Follow-Up (pending Council decision)
- Child-Care Center and/or Best Practices Review (pending upcoming study session)

LF/9/MGR  
601-05-17-04A^

---

## NOTES

(This page left intentionally blank)

---

**TOTAL FUND REVENUES**

	AUDITED ACTUAL 2002-03	ADOPTED BUDGET 2003-04	UNAUDITED 2003-04	ADOPTED BUDGET 2004-05
GENERAL FUND	\$ 70,735,881	71,029,822	71,778,854	72,451,570
GF-SHORELINE GOLF LINKS	3,888,126	3,896,970	3,582,611	3,839,605
RESERVES	18,786,630	4,389,972	12,283,820	12,106,129
GAS TAX	1,502,456	1,388,780	1,691,393	1,388,312
CONVEYANCE TAX	2,764,142	1,914,940	4,035,281	1,890,760
BELOW MARKET HOUSING	928,625	30,540	750,389	40,860
TRANSIT ORIENTED DEVELOPMENT	90,650	476,140	73,865	67,960
REVITALIZATION AUTHORITY	4,651,561	3,076,190	13,710,915	3,224,550
BENEFIT ASSESSMENT DISTRICT	488,214	451,386	448,783	474,642
SUPPLEMENTAL LAW ENFCMNT	142,220	146,892	107,835	99,447
C.D.B.G.	1,144,568	1,386,980	451,750	1,364,333
LOCAL LAW ENFCMT BLOCK GRT	104,249	15,569	67,607	7,756
CABLE T.V.	665,579	573,000	656,872	659,000
SHORELINE COMMUNITY	24,714,174	22,155,516	22,420,477	20,626,731
STORM DRAIN CONSTRUCTION	83,026	40,938	64,509	38,198
PARK LAND DEDICATION	707,857	336,259	719,943	292,124
WATER	15,540,615	16,320,000	16,931,972	16,349,973
WASTEWATER	10,533,518	10,537,280	10,557,720	11,451,727
SOLID WASTE	8,138,457	8,040,160	7,987,944	7,624,171
EQUIPMENT MAINTENANCE	3,760,633	3,048,204	3,079,024	3,100,546
WORKERS COMPENSATION	1,405,480	2,397,140	2,374,132	1,494,274
UNEMPLOYMENT	72,177	69,270	65,433	18,490
LIABILITY	2,002,420	1,031,110	1,055,336	1,040,320
RETIREEES HEALTH	669,355	637,208	624,265	3,997,204
EMPLOYEE BENEFITS	79,077	77,758	74,592	74,010
TOTAL	\$ <u>173,599,690</u>	<u>153,468,024</u>	<u>175,595,322</u>	<u>163,722,692</u>

**TOTAL FUND EXPENDITURES**

	AUDITED ACTUAL 2002-03	ADOPTED BUDGET 2003-04	UNAUDITED 2003-04	ADOPTED BUDGET 2004-05
GENERAL FUND	\$ 66,340,243	68,465,273	65,476,702	71,417,552
GF - SHORELINE GOLF LINKS	4,095,118	3,808,613	3,615,895	4,079,687
RESERVES	14,554,226	2,413,984	2,464,550	17,196,898
GAS TAX	1,953,290	1,324,683	1,464,683	1,082,290
CONVEYANCE TAX	2,814,000	3,203,282	3,203,282	3,267,424
BELOW MARKET HOUSING	252,220	25,000	231,696	60,000
TRANSIT ORIENTED DEVELOPMENT	0	697,782	697,782	0
REVITALIZATION AUTHORITY	6,786,576	1,904,103	9,797,886	4,421,045
BENEFIT ASSESSMENT DISTRICT	2,019,582	378,954	310,555	495,228
SUPPLEMENTAL LAW ENFCMNT	187,760	137,789	105,597	98,884
C.D.B.G.	1,144,568	1,336,980	451,750	1,340,427
LOCAL LAW ENFCMT BLOCK GRT	96,095	85,713	123,521	100,834
CABLE T.V.	691,505	1,323,000	1,391,501	733,200
SHORELINE COMMUNITY	18,620,202	27,051,933	35,097,306	24,386,469
STORM DRAIN CONSTRUCTION	61,000	26,218	26,218	26,007
PARK LAND DEDICATION	1,113,072	832,162	832,162	555,539
WATER	15,587,236	16,351,268	16,232,104	17,536,329
WASTEWATER	11,851,621	13,135,915	12,466,479	13,541,095
SOLID WASTE	8,310,842	9,739,636	7,957,022	8,252,912
EQUIPMENT MAINTENANCE	2,802,714	3,158,755	2,064,646	4,285,382
WORKERS COMPENSATION	1,429,290	1,658,000	1,216,068	1,558,000
UNEMPLOYMENT	67,250	67,250	87,670	80,000
LIABILITY	799,167	2,415,550	1,913,871	1,415,550
RETIREEES HEALTH	732,899	942,018	905,700	1,068,358
EMPLOYEE BENEFITS	64,823	114,770	131,782	110,927
<b>TOTAL</b>	<b>\$ 162,375,299</b>	<b>160,598,631</b>	<b>168,266,428</b>	<b>177,110,037</b>

**GENERAL OPERATING FUND REVENUES**

<u>FISCAL YEAR</u>	<u>OPERATING REVENUE</u>	<u>% CHANGE FROM PRIOR YEAR</u>
1993-94	\$46,921,000	3.7%
1994-95	\$51,766,000	10.3%
1995-96	\$57,149,000	10.4%
1996-97	\$64,510,000	12.9%
1997-98	\$67,027,000	3.9%
1998-99	\$67,900,000	1.3%
1999-2000	\$74,712,000	10.0%
2000-01	\$82,708,000	10.7%
2001-02	\$72,631,000	(12.2%)
2002-03	\$70,736,000	(2.6%)
2003-04 *	\$71,779,000	1.5%
2004-05 **	\$72,452,000	0.9%

\* Unaudited

\*\* Adopted

## GENERAL OPERATING FUND EXPENDITURES

<u>FISCAL YEAR</u>	<u>OPERATING EXPENDITURES (1)</u>	<u>% CHANGE FROM PRIOR YEAR</u>
1993-94	\$41,831,000	(2.1%)
1994-95	\$48,080,000	14.9%
1995-96	\$47,783,000	(0.6%)
1996-97	\$52,019,000	8.9%
1997-98	\$54,380,000	4.5%
1998-99	\$57,504,000	5.7%
1999-2000	\$61,054,000	6.2%
2000-01	\$61,265,000	0.3%
2001-02	\$65,259,000	6.5%
2002-03	\$64,775,000	(0.7%)
2003-04 *	\$65,154,000	0.6%
2004-05 **	\$71,418,000	9.6%

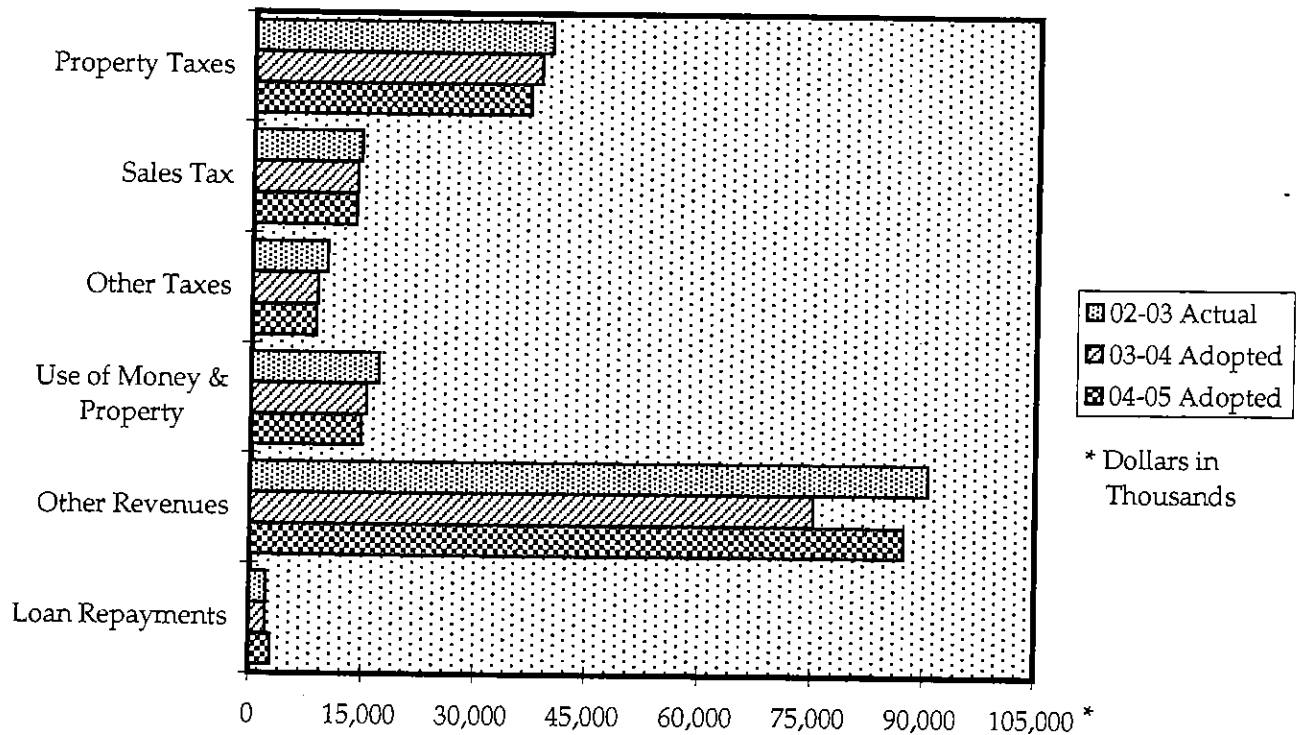
\* Unaudited

\*\* Adopted

(1) Includes changes in encumbrances.



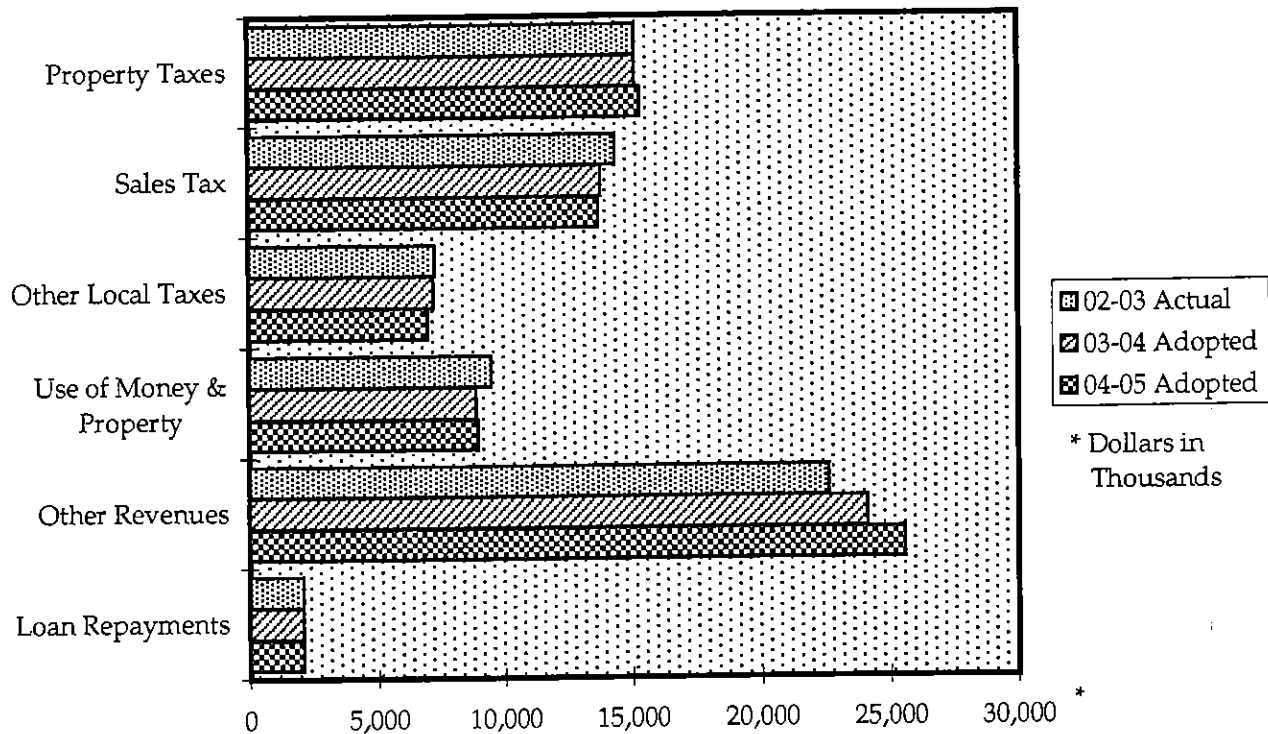
## TOTAL FUND REVENUES



Revenue Category	Actual 2002-03	Adopted 2003-04	Adopted 2004-05	Percent Change **
Property Taxes	\$ 39,741,520	38,363,152	36,910,535	(3.8%)
Sales Tax	14,327,643	13,771,800	13,681,290	(0.7%)
Other Local Taxes	9,928,735	8,674,960	8,452,480	(2.6%)
Use of Money and Property	16,950,303	15,332,039	14,607,310	(4.7%)
Other Revenues:				
Licenses & Permits	6,156,351	5,048,260	5,789,368	14.7%
Fines & Forfeitures	630,482	594,000	668,540	12.5%
Intergovernmental	7,721,688	7,772,522	7,696,443	(1.0%)
Charges for Current Services	35,733,533	37,861,514	39,334,737	3.9%
Other Revenues	5,781,561	1,530,140	1,571,220	2.7%
Interfund Revenues & Transfers	34,529,577	22,409,883	32,180,275	43.6%
Loan Repayments	2,098,297	2,109,754	2,830,494	34.2%
<b>TOTAL</b>	<b>\$ 173,599,690</b>	<b>153,468,024</b>	<b>163,722,692</b>	<b>6.7%</b>

\*\* Percent Change From Prior Year Adopted to Current Year Adopted Budget.

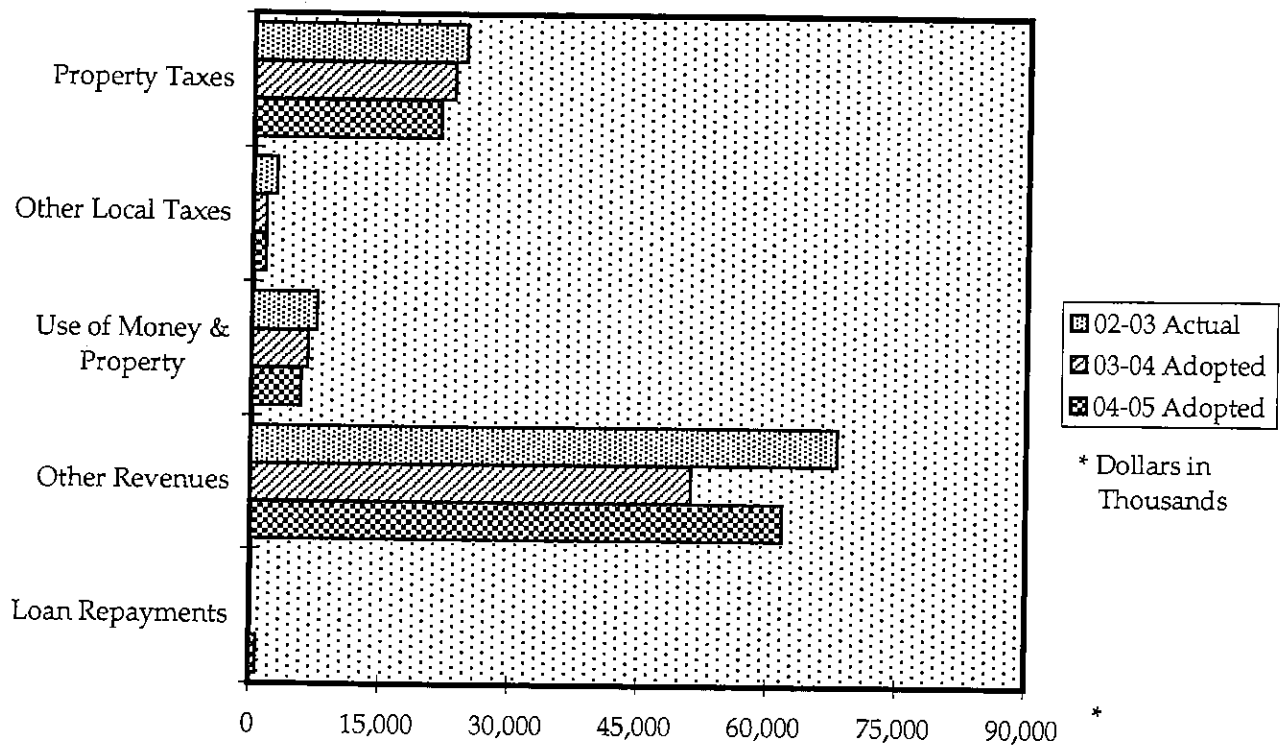
## GENERAL OPERATING FUND REVENUES



Revenue Category	Actual 2002-03	Adopted 2003-04	Adopted 2004-05	Percent Change **
Property Taxes	\$ 15,110,348	15,111,020	15,291,738	1.2%
Sales tax	14,327,643	13,771,800	13,681,290	(0.7%)
Other Local Taxes	7,216,963	7,166,960	6,944,480	(3.1%)
Use of Money and Property	9,455,409	8,850,500	8,914,937	0.7%
Other Revenues:				
Licenses, Permits & Fees	4,433,299	4,231,990	4,644,113	9.7%
Fines & Forfeitures	630,482	594,000	668,540	12.5%
Intergovernmental	4,913,783	4,824,650	4,817,140	(0.2%)
Charges for Current Services	2,172,729	2,044,660	2,919,163	42.8%
Other Revenues	1,194,046	1,155,040	1,152,120	(0.3%)
* Interfund Revenues & Transfers	9,221,426	11,219,448	11,358,295	1.2%
Loan Repayments	2,059,753	2,059,754	2,059,754	0.0%
<b>TOTAL</b>	<b>\$ 70,735,881</b>	<b>71,029,822</b>	<b>72,451,570</b>	<b>2.0%</b>

\*\* Percent Change From Prior Year Adopted to Current Year Adopted Budget.

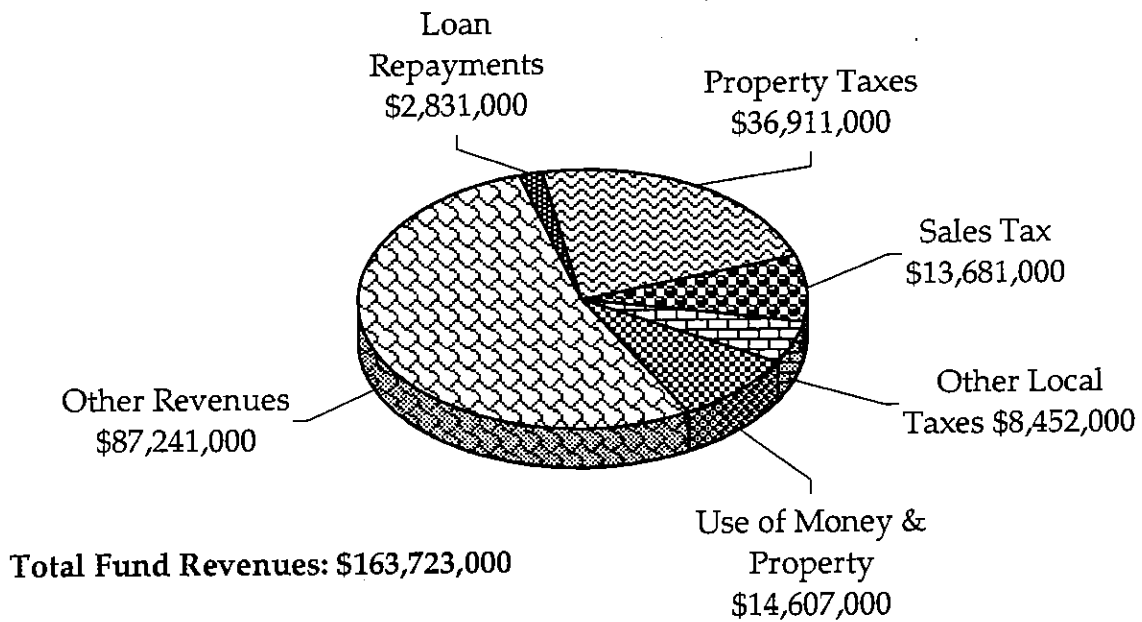
## OTHER FUND REVENUES



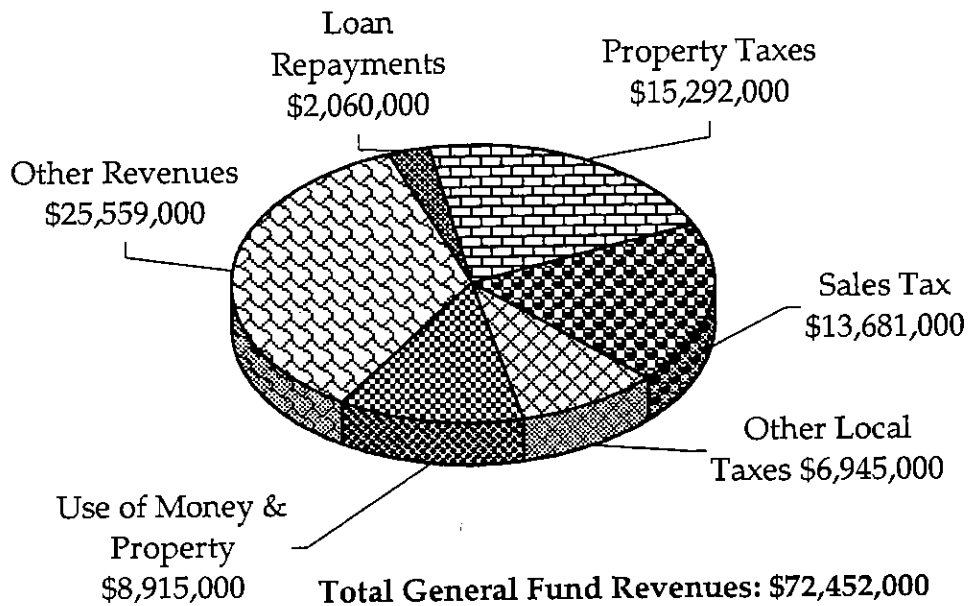
<u>Revenue Category</u>	<u>Actual 2002-03</u>	<u>Adopted 2003-04</u>	<u>Adopted 2004-05</u>	<u>Percent Change **</u>
Property Taxes	\$ 24,631,172	23,252,132	21,618,797	(7.0%)
Other Local Taxes	2,711,772	1,508,000	1,508,000	0.0%
Use of Money & Property	7,494,894	6,481,539	5,692,373	(12.2%)
Other Revenues:				
Licenses, Permits & Fees	1,723,052	816,270	1,145,255	40.3%
Intergovernmental	2,807,905	2,947,872	2,879,303	(2.3%)
Charges for Current Services	33,560,804	35,816,854	36,415,574	1.7%
Other Revenues	4,587,515	375,100	419,100	11.7%
Interfund Revenues and Transfers	25,308,151	11,190,435	20,821,980	86.1%
Loan Repayments	38,544	50,000	770,740	1441.5%
<b>TOTAL</b>	<b>\$ 102,863,809</b>	<b>82,438,202</b>	<b>91,271,122</b>	<b>10.7%</b>

\*\* Percent Change From Prior Year Adopted to Current Year Adopted Budget.

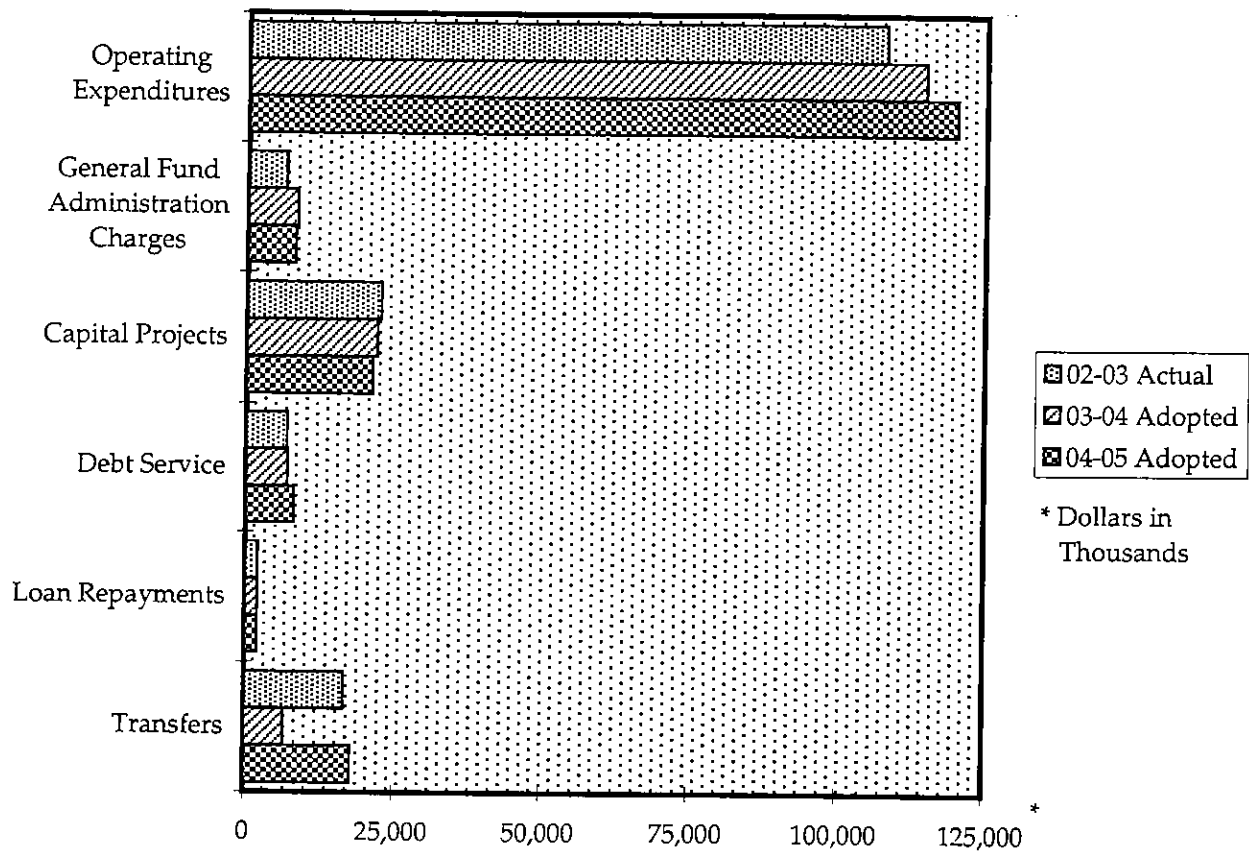
**TOTAL FUND REVENUES  
FISCAL YEAR 2004-05**



**GENERAL OPERATING FUND REVENUES  
FISCAL YEAR 2004-05**



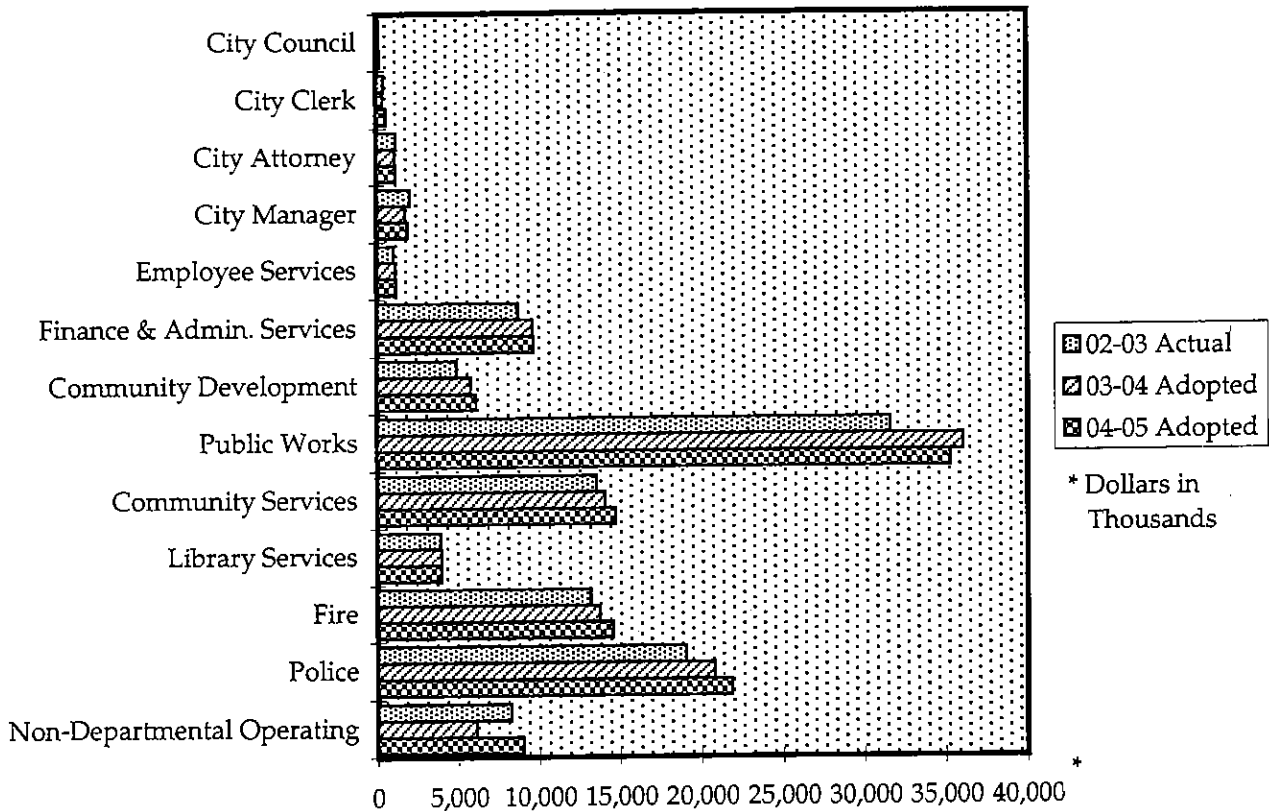
## TOTAL FUND EXPENDITURES



<u>Expenditure Category</u>	<u>Actual 2002-03</u>	<u>Adopted 2003-04</u>	<u>Adopted 2004-05</u>	<u>Percent Change **</u>
Operating Expenditures	\$ 107,891,913	114,620,578	119,987,707	4.7%
General Fund Administration Charges	6,403,310	8,430,753	8,046,659	(4.6%)
Capital Projects	22,571,072	21,979,944	21,160,539	(3.7%)
Debt Service	6,822,413	6,927,526	8,008,977	15.6%
Loan Repayments	2,082,097	2,076,274	2,074,416	(0.1%)
Transfers	16,604,494	6,563,556	17,831,739	171.7%
<b>TOTAL</b>	<b>\$ 162,375,299</b>	<b>160,598,631</b>	<b>177,110,037</b>	<b>10.3%</b>

\*\* Percent Change From Prior Year Adopted to Current Year Adopted Budget.

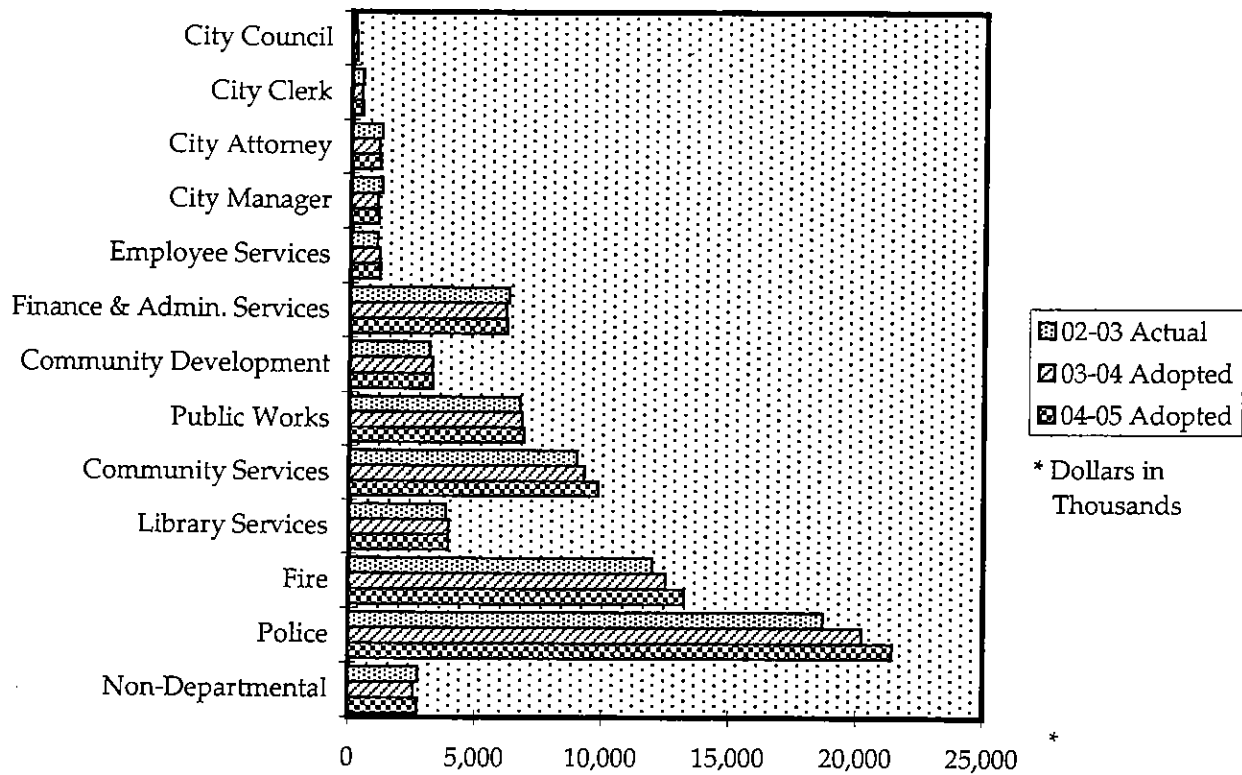
## TOTAL OPERATING EXPENDITURES



Department	Actual 2002-03	Adopted 2003-04	Adopted 2004-05	Percent Change **
City Council	\$ 146,976	185,262	201,036	8.5%
City Clerk	450,589	391,306	565,767	44.6%
City Attorney	1,193,129	1,123,882	1,185,861	5.5%
City Manager	2,052,836	1,743,251	1,897,113	8.8%
Employee Services	1,040,119	1,163,672	1,187,605	2.1%
Finance and Admin Svcs	8,684,594	9,572,469	9,651,650	0.8%
Community Development	4,912,915	5,781,544	6,110,516	5.7%
Public Works	31,571,194	36,052,969	35,241,413	(2.3%)
Community Services	13,522,101	14,073,065	14,692,374	4.4%
Library Services	3,898,361	3,945,954	3,922,642	(0.6%)
Fire	13,169,892	13,734,553	14,532,034	5.8%
Police	19,009,969	20,758,095	21,825,280	5.1%
Non-Departmental Operating	8,239,238	6,094,556	8,974,416	47.3%
<b>TOTAL</b>	<b>\$ 107,891,913</b>	<b>114,620,578</b>	<b>119,987,707</b>	<b>4.7%</b>

\*\* Percent Change From Prior Year Adopted to Current Year Adopted Budget.

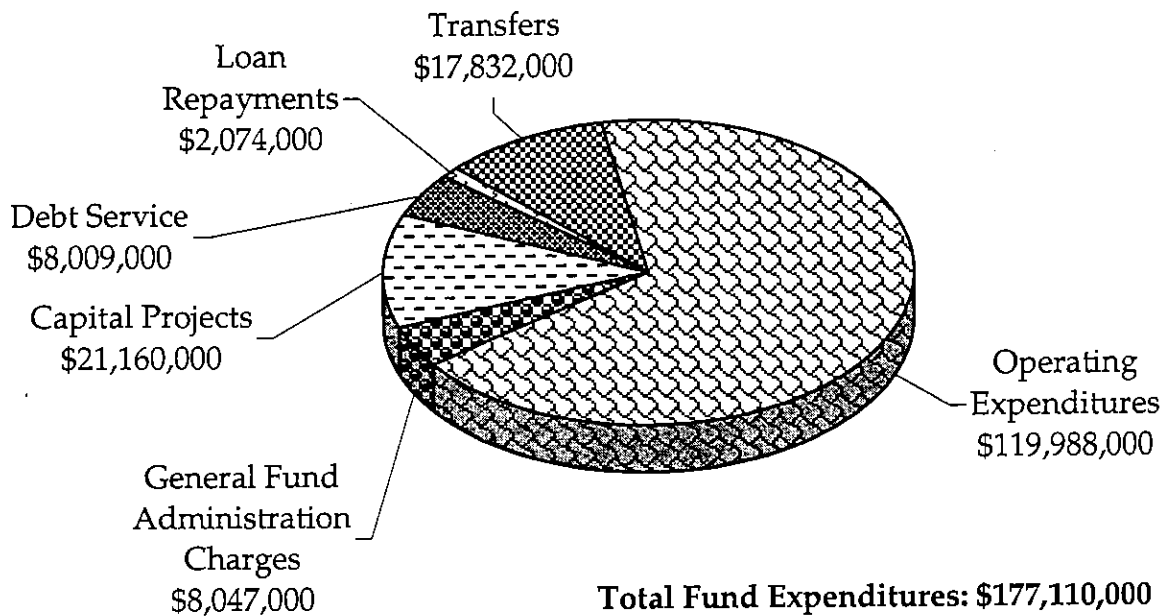
## GENERAL OPERATING FUND EXPENDITURES



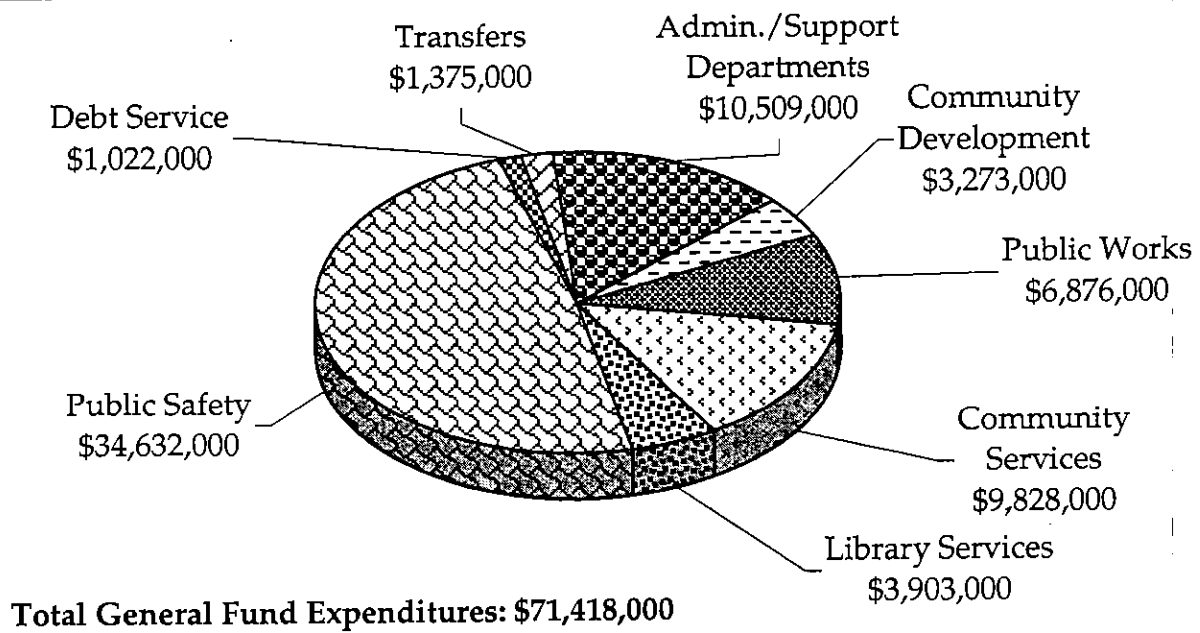
Department	Actual 2002-03	Adopted 2003-04	Adopted 2004-05	Percent Change **
City Council	\$ 144,045	185,262	185,836	0.3%
City Clerk	436,699	391,306	415,767	6.3%
City Attorney	1,180,037	1,083,882	1,145,861	5.7%
City Manager	1,199,091	1,040,586	1,075,751	3.4%
Employee Services	1,037,136	1,120,072	1,164,605	4.0%
Finance and Admin Svcs	6,260,768	6,151,202	6,198,047	0.8%
Community Development	3,130,965	3,232,465	3,272,715	1.2%
Public Works	6,747,146	6,799,836	6,875,927	1.1%
Community Services	9,003,400	9,282,971	9,828,428	5.9%
Library Services	3,806,250	3,903,840	3,902,642	(0.0%)
Fire	11,988,502	12,499,693	13,228,929	5.8%
Police	18,666,681	20,200,736	21,403,243	6.0%
Non-Departmental	2,739,523	2,573,422	2,719,801	5.7%
<b>TOTAL</b>	<b>\$ 66,340,243</b>	<b>68,465,273</b>	<b>71,417,552</b>	<b>4.3%</b>

\*\* Percent Change From Prior Year Adopted to Current Year Adopted Budget.

## TOTAL FUND EXPENDITURES FISCAL YEAR 2004-05



## GENERAL OPERATING FUND EXPENDITURES FISCAL YEAR 2004-05





CITY OF MOUNTAIN VIEW  
RESOLUTION NO. 16896  
SERIES 2004

Dated: 9/20/04 [Signature]  
Deputy City Clerk

A RESOLUTION ADOPTING THE FISCAL YEAR 2004-05 BUDGET

WHEREAS, the City Council held duly noticed study sessions on March 30, May 4 and May 18, 2004 and held duly noticed public hearings on June 1 and June 8, 2004, and heard all persons wishing to be heard regarding said proposed budgets. The City Council considered these comments and deliberated the City Manager's proposed budget;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Mountain View as follows:

1. The City of Mountain View proposed budget in the amount of \$136,468,305 as recommended by the City Manager, plus any amendments approved by the City Council on June 8, 2004, on file in the City Clerk's Office, including the Fund Schedules Section of the Proposed Budget, is hereby adopted as the Fiscal Year 2004-05 budget of this agency.
2. The City Council appropriate \$11,641,539 for the Fiscal Year 2004-05 Capital Improvement Program.
3. The City Council has included appropriations sufficient to meet all its bonded debt service obligations.
4. Except for continuing appropriations for capital improvement projects not yet completed, Community Development Block Grant programs, grant funding, legal cases and other expenditures lawfully encumbered or accrued, all other unexpended appropriations shall lapse at the end of the fiscal year in accordance with City Charter Section 1105.
5. Appropriations as needed from investment earnings and other program income received on grant funds are hereby authorized.
6. Appropriations in the compensated absence reserve are hereby authorized as needed for vacation and sick leave balances of employees during Fiscal Year 2004-05.
7. Appropriations for the Police Asset Forfeiture Fund are hereby authorized up to the uncommitted cash balance in the Police Asset Forfeiture Fund.
8. Appropriations in the Workers' Compensation Fund and Unemployment Fund for Workers' Compensation and unemployment claims payments, respectively, are hereby authorized as needed.
9. Appropriations in the Retirees Health Fund and the Employee Benefits Fund are hereby authorized as needed to be funded by the contributions of the City, employees and retirees.
10. The City Manager or designee is authorized to increase appropriations in the Cable Television Fund for transfers that are calculated on franchise fees received and annually rebudget the remaining balance of the miscellaneous maintenance funds.
11. The City Manager or designee is authorized to increase appropriations for specific retail and golf lesson expenditures of the Shoreline Golf Links operations that are offset by retail sales and golf lesson revenues.

12. The Finance and Administrative Services Director is hereby authorized to make adjustments and corrections to budgeted amounts for reasons such as: (1) amendments adopted by City Council; (2) final benefit coverage costs; (3) final represented and nonrepresented employee compensation costs; (4) adjustments between funds and departments for internal service charges and administrative overhead reimbursements; (5) modifications to revenue and appropriations for the actual Public Library Fund grant amount received; (6) amendments necessary to reflect State budget actions; and (7) other corrections as necessary. The Finance and Administrative Services Director is authorized to determine the budgeted amounts for implementation of the decisions made at the public hearings and will report the final adopted budget and any reconciling changes in the compilation of the budget to the City Council by an informational memorandum and will file said final adopted budget with the City Clerk's Office.

-----

The foregoing Resolution was regularly introduced and adopted at a Special Meeting of the City Council of the City of Mountain View, duly held on the 8th day of June, 2004, by the following vote:

AYES: Councilmembers Kasperzak, Neely, Perry and Stasek

NOES: Councilmember Galiotto and Mayor Pear

ABSENT: Councilmember Zoglin

NOT VOTING: None

ATTEST:

APPROVED:



ANGELITA M. SALVADOR  
CITY CLERK



MATT PEAR  
MAYOR

I do hereby certify that the foregoing resolution was passed and adopted by the City Council of the City of Mountain View at a Special Meeting held on the 8th day of June, 2004, by the foregoing vote.



City Clerk  
City of Mountain View

HMA/6/RESO  
530-06-08-04R-4^

Dated: 7/20/04 [Signature]  
Deputy City Clerk

MOUNTAIN VIEW REVITALIZATION AUTHORITY (MVRA)  
RESOLUTION NO. RA-97  
SERIES 2004

A RESOLUTION ADOPTING THE FISCAL YEAR 2004-05 BUDGET

WHEREAS, the MVRA Board of Directors (Board) held a duly noticed study session on May 4, 2004 and held duly noticed public hearings on June 1 and June 8, 2004 and heard all persons wishing to be heard regarding said proposed budgets;

NOW, THEREFORE, BE IT RESOLVED by the Board of the Mountain View Revitalization Authority as follows:

1. The Mountain View Revitalization Authority proposed budget in the amount of \$3,017,714, as recommended by the City and Authority Manager, plus any amendments approved by the Board on June 8, 2004, on file in the City Clerk's Office, is hereby adopted as the Fiscal Year 2004-05 budget of this agency.
2. The Board appropriated funding in the amount of \$1,401,000 for the Fiscal Year 2004-05 Capital Improvement Program.
3. The Board has included appropriations sufficient to meet all its bonded debt obligations.
4. Except for continuing appropriations for capital improvement projects not yet completed and other expenditures lawfully encumbered or accrued, all other unexpended appropriations shall lapse at the end of the fiscal year.
5. The Treasurer/Finance and Administrative Services Director is authorized to adjust the Housing Set-Aside appropriation based on the applicable property tax received.
6. The Treasurer/Finance and Administrative Services Director is hereby authorized to make adjustments and corrections to budgeted amounts for reasons such as: (1) amendments adopted by the Board; (2) final benefit coverage costs; (3) final represented and nonrepresented employee compensation costs; (4) adjustments between funds and departments for internal service charges and administrative overhead reimbursements; and (5) other corrections as necessary. The Treasurer/Finance and Administrative Services Director is authorized to determine the budgeted amounts for implementation of the decisions made at the public hearings and those required by the final State budget and will report the final adopted budget and any reconciling changes in the compilation of the budget to the Board by an informational memorandum and will file said final adopted budget with the City Clerk's Office.

The foregoing Resolution was regularly introduced and adopted at a Special Meeting of the Mountain View Revitalization Authority, duly held on the 8th day of June, 2004, by the following vote:

AYES: Board members Kasperzak, Neely, Perry and Stasek

NOES: Board member Galiotto and President Pear

ABSENT: Board member Zoglin

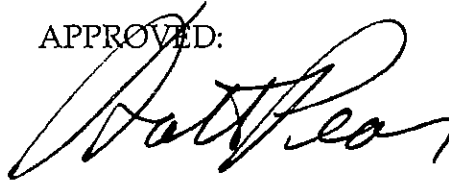
NOT VOTING: None

ATTEST:

APPROVED:



ANGELITA M. SALVADOR  
SECRETARY



MATT PEAR  
PRESIDENT

I do hereby certify that the foregoing resolution was passed and adopted by the Mountain View Revitalization Authority at a Special Meeting held on the 8th day of June, 2004, by the foregoing vote.



Secretary  
Mountain View Revitalization Authority

HMA/6/RESO  
530-06-08-04R^

Dated: 7/20/04 Patty Duane  
Deputy City Clerk

MOUNTAIN VIEW SHORELINE REGIONAL PARK COMMUNITY (SRPC)  
RESOLUTION NO. S-125  
SERIES 2004

A RESOLUTION ADOPTING THE FISCAL YEAR 2004-05 BUDGET

WHEREAS, the SRPC Board of Directors (Board) held a duly noticed study session on May 4, 2004 and held duly noticed public hearings on June 1 and June 8, 2004 and heard all persons wishing to be heard regarding said proposed budget;

NOW, THEREFORE, BE IT RESOLVED by the Board of the Mountain View Shoreline Regional Park Community as follows:

1. The Mountain View Shoreline Regional Park Community proposed budget in the amount of \$14,215,421 as recommended by the City and Community Manager, plus any amendments approved by the Board on June 8, 2004, on file in the City Clerk's Office, is hereby adopted as the Fiscal Year 2004-05 budget of this agency.
2. The Board appropriate funding in the amount of \$10,149,000 for the Fiscal Year 2004-05 Capital Improvement Program.
3. The Board has included appropriations sufficient to meet all its bonded debt obligations.
4. Except for continuing appropriations for capital improvement projects not yet completed and other expenditures lawfully encumbered or accrued, all other unexpended appropriations shall lapse at the end of the fiscal year.
5. The Treasurer/Finance and Administrative Services Director is hereby authorized to make adjustments and corrections to budgeted amounts for reasons such as: (1) amendments adopted by the Board; (2) final benefit coverage costs; (3) final represented and nonrepresented employee compensation costs; (4) adjustments between funds and departments for internal service charges and administrative overhead reimbursements; and (5) other corrections as necessary. The Treasurer/Finance and Administrative Services Director is authorized to determine the budgeted amounts for implementation of the decisions made at the public hearings and will report the final adopted budget and any reconciling changes in the compilation of the budget to the Board by an informational memorandum and will file said final adopted budget with the City Clerk's Office.

The foregoing Resolution was regularly introduced and adopted at a Special Meeting of the Mountain View Shoreline Regional Park Community, duly held on the 8th day of June, 2004, by the following vote:

AYES: Board members Kasperzak, Neely, Perry and Stasek

NOES: Board member Galiotto and President Pear

ABSENT: Board member Zoglin

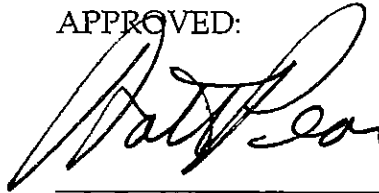
NOT VOTING: None

ATTEST:



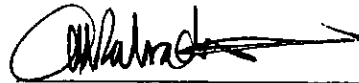
ANGELITA M. SALVADOR  
SECRETARY

APPROVED:



MATT PEAR  
PRESIDENT

I do hereby certify that the foregoing resolution was passed and adopted by the Mountain View Shoreline Regional Park Community at a Special Meeting held on the 8th day of June, 2004, by the foregoing vote.



Secretary  
Mountain View Shoreline Regional Park Community

HMA/6/RESO  
530-06-08-04R-1^

CITY OF MOUNTAIN VIEW  
RESOLUTION NO. 16897  
SERIES 2004

Dated: 9/20/04 Patricia Mares  
Deputy City Clerk

A RESOLUTION ADOPTING  
THE FISCAL YEAR 2004-05 APPROPRIATIONS LIMIT

WHEREAS, Article XIII B of the Constitution of the State of California requires that total annual appropriations of the City of Mountain View funded from the applicable proceeds of taxes shall not exceed the appropriations limit of the City for the prior fiscal year adjusted for specified changes; and

WHEREAS, this Article requires the City to establish its appropriations limit by resolution each fiscal year at a regularly scheduled meeting or at a noticed special meeting, before the beginning of each fiscal year; and

WHEREAS, the City Finance and Administrative Services Department has prepared the budget documentation as intended by Article XIII B of the California Constitution and has made such documents available for public review;

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Mountain View hereby amends the Fiscal Year 2003-04 appropriations limit to \$137,863,876 based on final Fiscal Year 2002-03 information and adopts the appropriations limit for Fiscal Year 2004-05 of \$143,410,989 for those funds subject to the appropriations limit.

-----  
The foregoing Resolution was regularly introduced and adopted at a Special Meeting of the City Council of the City of Mountain View, duly held on the 8th day of June, 2004, by the following vote:

AYES: Councilmembers Kasperzak, Neely, Perry and Stasek

NOES: Councilmember Galiotto and Mayor Pear

ABSENT: Councilmember Zoglin

NOT VOTING: None

ATTEST:

APPROVED:



ANGELITA M. SALVADOR  
CITY CLERK

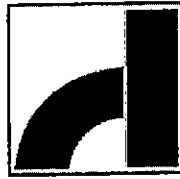


MATT PEAR  
MAYOR

I do hereby certify that the foregoing resolution was passed and adopted by the City Council of the City of Mountain View at a Special Meeting held on the 8th day of June, 2004, by the foregoing vote.



City Clerk  
City of Mountain View



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Mountain View  
California**

For the Fiscal Year Beginning

**July 1, 2003**

*Timothy A. Howe*

President

*Jeffrey R. Emer*

Executive Director



*California Society of  
Municipal Finance Officers*

**Certificate of Award**

***Excellence in Operational Budgeting 2003-04***

**Presented to**

***City of Mountain View***

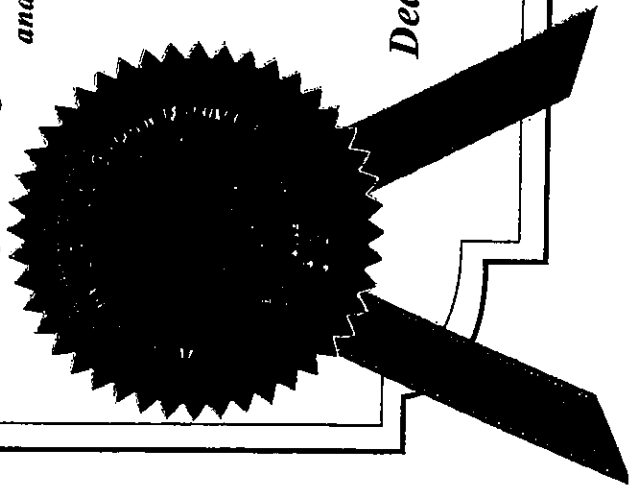
*This certificate recognizes Meritorious Achievement in Operational Budgeting and reflects a highly professional budget document  
and the underlying budgeting process through which the budget is implemented.*

***March 1, 2004***



**Chair, Budgeting & Financial Management**

***Dedicated to Excellence in Municipal Financial Management***



## General Notes

These notes explain the format and conventions used for each of the Department summaries that appear in the following section of this document.

### A. Organizational Charts

Included for each department is an overview of the functions and responsibilities of the department as well as the organizational structure of the department. A City-wide organizational chart is included in the Statistical Section of this document.

### B. Performance Measures/Workload Measures

Included on each department text page (see below description) is a list of performance and workload measures by program. Because the process of creating a sound performance measurement system is still evolving, some performance/workload measures are noted as being "discontinued" and some are noted as "New for FY 2004-05".

Performance/Workload Measures are clearly tied to Departmental Functions. If a Departmental Function has a Performance/Workload Measure tied to it, it is noted in parenthesis with an "M" and the Performance/Workload Measure number(s) following. For example, (M 1, 2, 3). Performance/Workload Measures which are being discontinued are not tied to a Departmental Function. Please note that Departmental Functions are long-term goals and therefore tied to continuing Performance/Workload Measures, while Departmental Goals/Strategies are short-term in nature.

### C. Text Pages

1. Centered at the top of the page is a title identifying the Department or Program name and whether it is the Department Summary or a Program Summary.
2. Each text page identifies the manager, mission statement, functions, and major goals/strategies for Fiscal Year 2004-05 as well as any major changes for the Department or Program. Functions are the long-term goals of the Department or Program and are tied to performance measurement. Major Goals/Strategies are short-term goals targeted to be achieved for that Fiscal Year.

### D. Numerical Pages

1. The listed number of positions for each Department or Program represents the maximum number of permanent budgeted positions that can be filled. "Part-Time Hourly" positions identify the number of full-time equivalent positions budgeted to be filled by hourly personnel. Contract personnel are not included in this listing.

## **General Notes**

(Continued)

2. Positions listed in the "2002-03 Adjusted" column are those positions actually approved in the adopted budget that year plus any adjustments made mid-year. Positions listed in the "2003-04 Adopted" column are those positions in the "2002-03 Adjusted" column plus position changes adopted in Fiscal Year 2003-04. Positions listed in the "2004-05 Adopted" column are those positions in the "2003-04 Adopted" column plus any amendments or adjustments made mid-year and any changes adopted for Fiscal Year 2004-05.
3. Salaries and wages are calculated using the employees' actual pay plus any potential mid-year step increases. Hourly positions are also calculated at 5<sup>th</sup> step of the position classification, except those hourly positions in Recreation which are calculated at 3<sup>rd</sup> step due to the seasonality of the positions.

# CITY COUNCIL

The City Council is the legislative and policy-making body for the City, having responsibility for enacting City ordinances, appropriating funds to conduct City business and providing policy direction to administrative staff.

There are eight standing City Council committees, each with three members. From time to time, special-purpose committees are also formed. In addition, Councilmembers represent the City and serve on numerous regional agencies and organizations.

The City Council meets at 6:30 p.m. on the second and fourth Tuesday of each month in the Council Chambers located in City Hall, 500 Castro Street. The times and places of City Council committee meetings and the meetings of outside agencies on which Councilmembers serve can be obtained from the City Clerk's Office.

## CITY COUNCIL

Councilmembers	Term Expires
Matt Pear, Mayor	2005
Matt Neely, Vice Mayor	2007
Nick Galiotto	2005
R. Michael Kasperzak, Jr.	2007
Gregory Perry	2007
Rosemary Stasek	2005
Mary Lou Zoglin	2005

## STANDING COMMITTEES

**Appointments Review Committee**  
Neely, Chair  
Kasperzak  
Pear

**Finance/Investment Review Committee**  
Kasperzak, Chair  
Perry  
Stasek

**Moffett Field Complex Committee**  
Perry, Chair  
Stasek  
Zoglin

**Neighborhoods Committee**  
Pear, Chair  
Galiotto  
Zoglin

**Procedures Committee**  
Pear, Chair  
Galiotto  
Zoglin

**Technology Committee**  
Stasek, Chair  
Neely  
Perry

**Transportation Committee**  
Galiotto, Chair  
Kasperzak  
Pear

**Youth Services Committee**  
Zoglin, Chair  
Galiotto  
Neely

---

**CITY COUNCIL**  
**DEPARTMENT SUMMARY**

---

DEPARTMENT MANAGER-CITY CLERK

DEPARTMENT MISSION STATEMENT

To set policy that governs the City in a manner which is both financially sound as well as responsive to the needs and concerns of the community.

DEPARTMENT FUNCTIONS

- Serve as Board of Directors for the Mountain View Shoreline Regional Park Community, the Mountain View Revitalization Authority and the City of Mountain View Capital Improvements Financing Authority.
- Participate in regional boards and agencies which directly affect the City of Mountain View and the needs and interests of the citizens.
- Adopt the annual budget and five-year Capital Improvement Program.
- Meet annually in study sessions with each advisory commission/committee.
- Participate in the City's Corporate Visitation Program.

MAJOR CITY GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Continue support/collaboration—schools (precise definition pending referral to Council Youth Services Committee).
- Implement service-level reductions/organizational restructuring.
- Implement Housing Element action items, including rowhouse guidelines, mandatory mediation evaluation and minimum density requirements work plan.
- Undertake the review of the Mayfield site/Toll Brothers project planning process.
- Review the Americana Precise Plan/Camino Medical project planning process.
- Review the El Camino Hospital redevelopment planning process.
- Review Charleston East—removal of nonprofit use reference.
- Review Moffett Boulevard/Highway 101 gateway property planning.
- Manage Graham Reservoir/well/playing fields.
- Complete the Senior Center design in coordination with Avenidas.
- Complete construction of the Miramonte Reservoir.

---

CITY COUNCIL  
DEPARTMENT SUMMARY

---

- Begin design of the Stevens Creek Trail—Yuba Drive to south side of El Camino Real.
- Oversee the design and environmental review process of the Shoreline reclaimed water project.

MAJOR DEPARTMENT CHANGES

- General Operating Fund:

Training, Conference and Travel (\$2,500)

Reduces training, conference and travel allowance by 5 percent per Councilmember.

- General Fund Reserve:

Newly Elected Councilmember Per-Term Allowance \$15,200  
(one-time expenditure)

Per Council Policy A-2, each Councilmember is to receive an allowance of \$3,800 per term for certain types of office equipment necessary to allow Councilmembers to perform their elected official duties and communicate with the public and staff. *Provides tools for effective representation.*

AMS/BUD  
LHP-402-01^

**CITY COUNCIL  
DEPARTMENT SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Mayor	1	1	1
Councilmember	6	6	6
Total Permanent	7	7	7
Total Part-Time Hourly	0	0	0
<b>TOTAL POSITIONS</b>	<b>7</b>	<b>7</b>	<b>7</b>
<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 79,747	96,452	99,476
Supplies and Other Services	67,229	88,810	101,560
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$ 146,976</b>	<b>185,262</b>	<b>201,036</b>
<u>FUNDING SOURCES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Operating Fund	\$ 144,045	185,262	185,836
General Fund Reserve	2,931	0	15,200
<b>TOTAL FUNDING</b>	<b>\$ 146,976</b>	<b>185,262</b>	<b>201,036</b>

**CITY COUNCIL  
DEPARTMENT SUMMARY**

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 40,097	43,500	43,500
Wages	1,402	0	0
Benefits	38,248	52,952	55,976
	<u>\$ 79,747</u>	<u>96,452</u>	<u>99,476</u>
 <u>SUPPLIES AND SERVICES</u>	 <u>2002-03 ACTUAL</u>	 <u>2003-04 ADOPTED</u>	 <u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 10,942	9,790	9,790
Maintenance and Operations	286	400	400
Utilities	5,771	12,960	12,960
Professional/Technical Svcs	5,440	4,000 *1	4,000
Other Expenses	44,790	61,660 *1	74,410 *2
	<u>\$ 67,229</u>	<u>88,810</u>	<u>101,560</u>

\*1 Includes decreased fundings of \$4,000 for miscellaneous professional services and \$14,000 for training, conference and travel.

\*2 Includes one-time funding of \$15,200 for computers and related equipment. Per Council Policy A-2, each councilmember is allocated \$3,800 per term. Four new Council terms will be commencing during Fiscal Year 2004-05. Also includes decreased funding of \$2,500 for training, conference and travel.



---

## NOTES

(This page left intentionally blank)

---

# CITY CLERK'S OFFICE

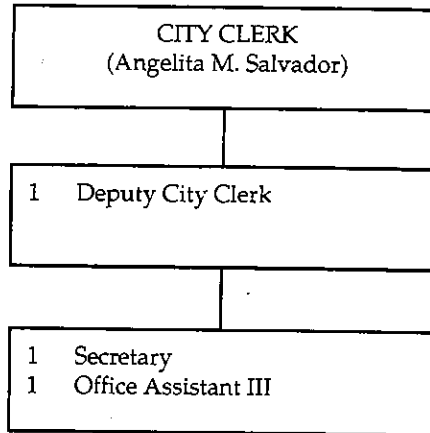
The City Clerk is appointed by the City Council. The Clerk is responsible for facilitating the conduct of business by the City Council and fulfilling legal requirements as set forth in the Charter, City Code and State law. The City Clerk's Office conducts all City elections and administers campaign and financial disclosure laws.

The Office maintains a true record of all proceedings of the City Council; meets all requirements regarding public postings, legal advertising, recordations and mailing of public hearing notices; processes Assessment Districts, annexations, deeds, tax cancellations, appeals

and initiative petitions; administers the yearly selection process of members to City boards, commissions and committees; and provides support for sister city activities.

The City Clerk's Office provides administrative assistance to the Council, maintains the City Code and City Charter, is custodian of the City Seal, administers oaths or affirmations, and executes City contracts and agreements. The office also maintains official City records, provides certified copies thereof and provides information to the public regarding the legislative operations of government.

# CITY CLERK'S OFFICE



FISCAL YEAR 2004-05 POSITION TOTALS: 4.0 Full-Time

---

**CITY CLERK'S OFFICE  
DEPARTMENT SUMMARY**

---

DEPARTMENT MANAGER—CITY CLERK

DEPARTMENT MISSION STATEMENT

To maintain official records, administer elections and provide administrative support to City Council.

DEPARTMENT FUNCTIONS

- Administer City elections. (M 1)
- Maintain the City Code and City Charter.
- Administer campaign disclosures, financial disclosures and oaths. (M 2)
- Coordinate, prepare and distribute Council agenda materials and minutes. (M 3, 4, 5, 7, 10)
- Maintain official City records and provide records management support services for all departments. (M 6, 11, 12, 13)
- Notice legal documents and process annexation and assessment district proceedings, deeds, appeals, initiative petitions and ordinances. (M 8)
- Provide administrative support to City Council. (M 14)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Conduct the 2004 General Municipal Election, including orientation of new Councilmembers.
- Implement posting of candidates' campaign disclosure reports on the City's web site during the 2004 General Municipal Election if directed by City Council.
- Continue to explore the feasibility of adding City agreements and other appropriate records to the City Clerk's electronic document management system.

MAJOR DEPARTMENT CHANGES

- General Fund Reserve:  
  
2004 Municipal Election (one-time expenditure) \$150,000  
  
Provides one-time funding to conduct the November 2004 municipal election.  
*Enables 2004 City Council election to occur.*

---

**CITY CLERK'S OFFICE**  
**DEPARTMENT SUMMARY**

---

**PERFORMANCE/WORKLOAD MEASURES**

	<b>2002-03 Target</b>	<b>2002-03 Actual</b>	<b>2003-04 Target</b>	<b>2003-04 Actual</b>	<b>2004-05 Target</b>
<b>Elections:</b>					
1. Percent of official election notices published without errors and on time	100%	100%	100%	100%	100%
2. Percent of Statement of Economic Interests processed correctly and submitted on time	100%	100%	100%	100%	100%
<b>Legislative:</b>					
3. Percent of agenda packets prepared and distributed four days before Council meeting	100%	100%	100%	100%	100%
4. Percent of agendas and minutes posted at least 72 hours prior to a regular Council meeting	100%	100%	100%	100%	100%
5. Percent of minutes prepared for City Council meeting without errors of fact	100%	100%	100%	91% <sup>(A)</sup>	100%
6. Percent of resolutions and ordinances processed within five days after a Council meeting is held	>90%	96%	>90%	100%	>90%
7. Percent of Council agenda staff reports processed within five days after a Council meeting is held	>90%	97%	>90%	100%	>90%
8. Percent of legal hearing notices prepared, noticed and mailed within legal deadlines	100%	100%	100%	100%	100%
<b>Records Management:</b>					
9. Percent of boxes of records deemed eligible for destruction which are destroyed	>90%	0% <sup>(B)</sup>	>90%	0% <sup>(C)</sup>	Discontinued <sup>(C)</sup>
10. Percent of agenda items uploaded to imaging system each agenda production week	100%	91% <sup>(D)</sup>	100%	100%	100%
11. Number of agreements documented and indexed	220	585 <sup>(E)</sup>	220	680 <sup>(F)</sup>	400
12. Percent of agreements/contracts retrieved within three days of request	100%	100%	100%	100%	100%
13. Percent of records sent for recordation within 24 hours upon receipt of request from department	>90%	98%	>90%	100%	>90%

---

**CITY CLERK'S OFFICE**  
**DEPARTMENT SUMMARY**

---

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
Administrative/Support to Council:					
14. Percent of Council service requests responded to within one working day of receipt <sup>(G)</sup>	>95%	98%	>95%	99%	>95%

---

<sup>(A)</sup> During the first quarter, one set of minutes (out of eight) was amended, and during the fourth quarter, one set of minutes (out of ten) was amended.

<sup>(B)</sup> There were 250 boxes identified for destruction. Council Policy A-9 requires department approval before destruction. All 250 boxes are awaiting approval.

<sup>(C)</sup> There were 240 boxes identified for destruction. Council Policy A-9 requires department approval before destruction. All 240 boxes plus the prior year's 250 boxes (for a total of 490 boxes) are awaiting approval. This measure is discontinued for Fiscal Year 2004-05 to reflect the change in process.

<sup>(D)</sup> Below target due to downtime of CitySeek system.

<sup>(E)</sup> There were an unusually high number of documents due to a backlog of documents caused by a staff vacancy in the prior fiscal year.

<sup>(F)</sup> Number of agreements continues to be high. Target adjusted for Fiscal Year 2004-05.

<sup>(G)</sup> Target changed for Fiscal Year 2004-05 to be within one working day of receipt instead of one hour.

AMS/BUD  
LHP-402-02^

**CITY CLERK'S OFFICE  
DEPARTMENT SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
City Clerk	1	1	1
Deputy City Clerk	1	1	1
Secretary	1	1	1
Office Assistant III	1	1	1
Office Assistant I/II	1.50	0 *	0
Total Permanent	5.50	4	4
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	5.50	4	4

\* Eliminated 1.5 Office Assistant I/II positions.

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 386,695	343,180	367,641
Supplies and Other Services	63,894	48,126	198,126
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 450,589	391,306	565,767

<u>FUNDING SOURCES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Operating Fund	\$ 436,699	391,306	415,767
General Fund Reserve	13,890	0	150,000
TOTAL FUNDING	\$ 450,589	391,306	565,767

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Service Charges	\$ 911	500	30
Miscellaneous Revenue	2,452	1,800	1,800
TOTAL REVENUES	\$ 3,363	2,300	1,830

---

**CITY CLERK'S OFFICE  
DEPARTMENT SUMMARY**

---

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 280,461	275,815	296,391
Wages	55,380	17,000	17,000
Benefits	50,854	50,365	54,250
	<u>\$ 386,695</u>	<u>343,180</u>	<u>367,641</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 17,751	13,336 *1	13,336
Maintenance and Operations	1,052	1,500	1,500
Utilities	0	300	300
Professional/Technical Svcs	23,501	22,780	22,780
Other Expenses	21,590	10,210 *2	160,210 *3
	<u>\$ 63,894</u>	<u>48,126</u>	<u>198,126</u>

\*1 Includes decreased funding of \$3,500 for the newspaper courtesy agenda.

\*2 Includes decreased fundings of \$3,000 for the Commissioners dinner, \$1,500 for Sister City gifts, and \$1,900 for training, conference and travel.

\*3 Includes one-time funding of \$150,000 for the November 2004 General Municipal Election.



---

## **NOTES**

(This page left intentionally blank)

---

---

## NOTES

(This page left intentionally blank)

---

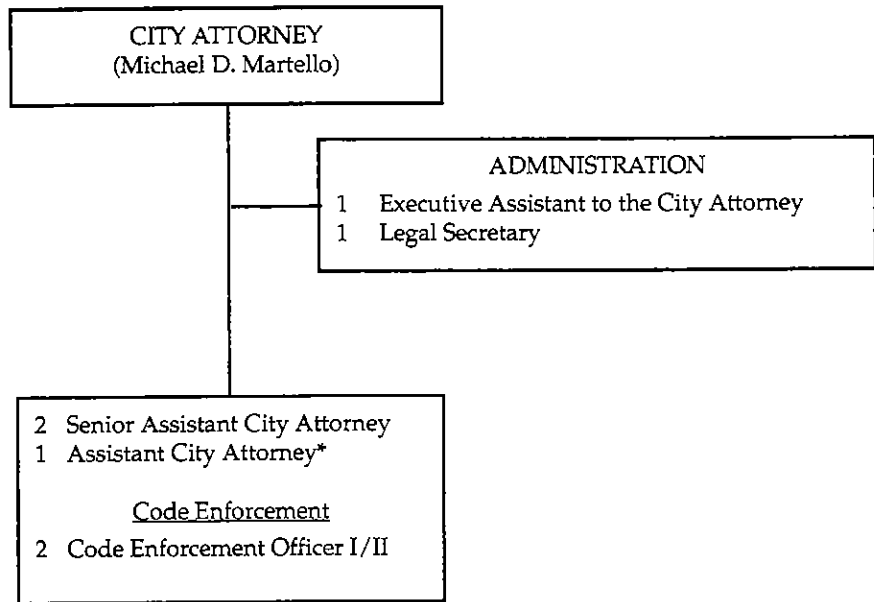
# CITY ATTORNEY'S OFFICE

The City Attorney is appointed by the City Council as the Attorney for the City and legal advisor to the City Council. The City Attorney hires subordinate attorneys to assist in the discharge of assigned responsibilities. The City Attorney's Office defends and prosecutes or retains counsel to defend and prosecute all civil actions and proceedings to which the City is a party and prosecutes all criminal actions involving the City Code. The Office represents and advises the City Council, boards, commissions, departments and all City officials in matters of law related to the conduct of City business.

The City Attorney's Office drafts necessary legal documents, ordinances, resolutions, contracts, other documents pertaining to the City's business and handles claims against the City. The Office is also responsible for providing legal services in connection with the Shoreline Regional Park (North Bayshore) Community, Downtown Parking District and Downtown Revitalization Authority.

The Code Enforcement Section is under the direct supervision of the Senior Assistant City Attorney. The Code Enforcement Section is responsible for enforcing the City Code provisions relating to zoning, neighborhood preservation and vehicles on private property.

# CITY ATTORNEY'S OFFICE



FISCAL YEAR 2004-05 POSITION TOTALS: 8.0 Full-Time

\*Unfunded .33 Assistant City Attorney position.

---

**CITY ATTORNEY'S OFFICE  
DEPARTMENT SUMMARY**

---

DEPARTMENT MANAGER-CITY ATTORNEY

DEPARTMENT MISSION STATEMENT

To provide legal services and counsel to the City Council, boards and commissions; and participate as a member of the management team in support of City departments.

DEPARTMENT FUNCTIONS

- Prosecute and defend legal proceedings involving the City. (M 1, 2, 3)
- Coordinate and monitor outside legal service providers retained to represent the City in its ongoing operations. (M 1, 2)
- Represent and advise City officials and City staff in legal matters.
- Draft and/or review ordinances, resolutions, contracts and other legal documents. (M 4, 5, 6)
- Supervise and administer the Code Enforcement Division, including prosecution of City Code violations. (M 7)
- Process and track claims filed against the City.

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Continue periodic revisions of the Mountain View City Code relating to code enforcement and zoning and development of enforcement strategies.
- Implement National Pollutant Discharge Elimination System (NPDES) permit requirements.
- Provide oversight of the Clear Channel litigation.
- Continue legal support for the Silicon Valley Regional Interoperability project.
- Update and revise the deferred compensation plan.
- Provide legal support for Council-initiated items such as campaign finance and tobacco regulations.

---

**CITY ATTORNEY'S OFFICE  
DEPARTMENT SUMMARY**

---

PERFORMANCE/WORKLOAD MEASURES

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
<b>City Attorney's Office:</b>					
1. Total cost of legal services, in-house and outside counsel, as a percent of General Fund budget	<2%	1.57%	<2%	1.3%	<2%
2. Total cost of project-related legal services or specialty services (i.e., Revitalization) as a percent of individual budget	<0.5%	0.49%	<0.5%	7.88% <sup>(A)</sup>	<0.5%
3. Percent of claims entered into the claim reporting system, reported to ACCEL and directed to appropriate departments for response within 5 working days of receipt of the claim.	>90%	94%	>90%	100%	>90%
4. Percent of routine contracts reviewed within 10 working days	>85%	97%	>85%	99%	>85%
5. Percent of complex contracts reviewed within 20 working days	>80%	98%	>80%	97%	>80%
6. Percent of CC&Rs reviewed within 30 working days	>85%	85%	>80%	85%	>80%
7. Percent of code enforcement cases responded to within 5 working days of receipt of complaint or observation of violation.	>95%	100%	>95%	98%	>95%

<sup>(A)</sup> Two large projects started in the second quarter (Clear Channel litigation and Graham Reservoir) took considerable staff time.

CSE/BUD  
LHP-013-01^

**CITY ATTORNEY'S OFFICE  
DEPARTMENT SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
City Attorney	1	1	1
Sr Assist City Attorney	2	2	2
Assistant City Attorney	1 *1	1 *1	1 *1
Code Enforcement Officer I/II	2	2	2
Exec Asst to the City Attorney	1	1	1
Legal Secretary	1	1	1
Secretary	1	0 *2	0
Total Permanent	9	8	8
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	9	8	8

\*1 Unfunded .33 Assistant City Attorney position.

\*2 Eliminated Secretary position.

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 1,018,441	1,022,792	1,074,971
Supplies and Other Services	165,093	96,690	106,690
Capital Outlay	6,500	0	0
Interfund Expenditures	3,095	4,400	4,200
TOTAL EXPENDITURES	\$ 1,193,129	1,123,882	1,185,861

<u>FUNDING SOURCES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Operating Fund	\$ 1,180,037	1,083,882	1,145,861
Shoreline Regional Park Community	13,092	10,000	10,000
Liability Self-Insurance	0	30,000	30,000
TOTAL FUNDING	\$ 1,193,129	1,123,882	1,185,861

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Fines and Forfeitures	\$ 3,650	15,000	18,000
Miscellaneous Revenue	1,010	5,000	5,000
Interfund Revenue Transfers	125,000	0	0
TOTAL REVENUES	\$ 129,660	20,000	23,000

---

**CITY ATTORNEY'S OFFICE  
DEPARTMENT SUMMARY**

---

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 854,193	865,351	906,267
Wages	18,056	0	0
Benefits	146,192	157,441	168,704
	<u>\$ 1,018,441</u>	<u>1,022,792</u>	<u>1,074,971</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 30,552	28,500 *2	28,500
Maintenance and Operations	103	200	200
Utilities	1,915	5,850	5,850
Professional/Technical Svcs	121,228 *1	50,400 *2	60,400
Other Expenses	11,295	11,740 *2	11,740
	<u>\$ 165,093</u>	<u>96,690</u>	<u>106,690</u>

\*1 Includes costs for litigation cases, funding approved mid-year.

\*2 Includes decreased funding of \$11,300 for contract assistance and training, conference and travel.



---

## NOTES

(This page left intentionally blank)

---

---

## NOTES

(This page left intentionally blank)

---

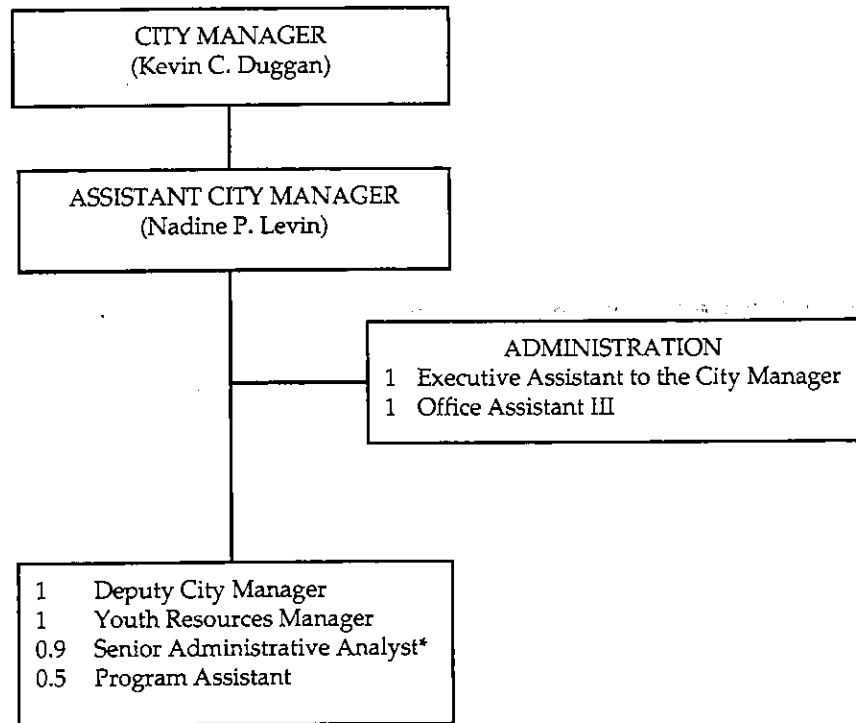
# CITY MANAGER'S OFFICE

The City Manager is appointed by the City Council. The City Manager's Office provides professional leadership in the administration of all City services, activities and facilities and directs the execution of policies and objectives formulated by the City Council; develops and presents to the City Council recommendations and strategies in response to community issues; and plans and executes programs to meet the current and future needs of the City of Mountain View.

The City Manager's Office supports the City Council in the preparation of City Council meeting and study session agendas and reports; administers the City's cable television franchise

and contract with KMVT; serves as a liaison and coordinates the delivery of youth services in the community; manages issues relating to NASA Ames Research Center and Moffett Federal Airfield; disseminates information about City services and issues to the community through a public information program, including a multi-language community outreach component; coordinates the City's environmental compliance issues; provides staff support to the Human Relations Commission; coordinates child-care issues; and promotes the City's best interests in interactions with other levels of government, including a legislative response program.

# CITY MANAGER'S OFFICE



FISCAL YEAR 2004-05 POSITION TOTALS: 6.4 Full-Time  
1.0 Permanent Part-Time

\*Another 0.6 of a FTE position is located in the Police Department.

---

**CITY MANAGER'S OFFICE  
DEPARTMENT SUMMARY**

---

DEPARTMENT MANAGER–CITY MANAGER

DEPARTMENT MISSION STATEMENT

To support the City Council in the development and execution of their goals and policies and to provide leadership and guidance to City departments in the delivery of City services.

DEPARTMENT FUNCTIONS

- Manage coordination of Council meeting agenda preparation process.
- Develop and present to the City Council solutions and strategies in response to community issues. (M 1)
- Provide leadership to City departments in the execution of policies, objectives and programs adopted by the City Council. (M 2)
- Respond to all City Council and citizen inquiries received by the City Manager's Office in a timely manner. (M 3)
- Assist the City Council in its annual setting of major City goals and track departments' progress in achieving City-wide goals.
- Develop and submit an annual City budget to the City Council and support City Council revenue enhancement and efforts in long-term financial planning.
- Support the City Council's legislative advocacy. (M 4)
- Manage the City's Community Relations Program by providing information to the community through public forums, *The View*, government access programming, the Community Outreach Program and City publications. (M 5)
- Provide staff support to the Human Relations Commission. (M 7)
- Provide City liaison to various community groups and nonprofit organizations. (M 9)
- Coordinate the City's environmental compliance issues and updates to the environmental management databases. (M 10)
- Serve as the focal point in the City organization for the coordinated delivery of youth services by internal and external youth services providers.
- In conjunction with the Employee Services Department, continue to refine the City's training/organizational development program.

---

**CITY MANAGER'S OFFICE  
DEPARTMENT SUMMARY**

---

**MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2004-05**

- Continue the development of collaborative relationships between youth services providers internal and external to the City organization.
- Coordinate management of Moffett Complex/NASA Ames issues, including:
  - NASA's implementation of its Ames Development Plan project.
  - Privatization and potential development of the Moffett Boulevard/Middlefield Road Federal property.
- Continue participation on the Proposition 10 (First Five) North County partnership and coordinating committee.
- Coordinate the City's participation in the Northeast Mountain View Advisory Council regarding Federal clean-up site contamination issues.
- Continue the search for funding and a developer/operator for the Child-Care Center at Rengstorff Park.
- Monitor and implement budget follow-up actions, including service-level reductions and organizational restructuring.
- Prepare for cable television franchise renewal process.
- Create a system by which priorities are set for seeking grants for youth services, both for departments within the City and for agencies with which the City is partnered.
- Seek the grant funding necessary to expand the Dreams and Futures Program to a second session.
- Build a child and youth services resource and referral page on the City's web site.
- Study feasibility of providing fire response services to Moffett, in conjunction with the Fire Department.

**MAJOR DEPARTMENT CHANGES**

- General Operating Fund:

Clerical Classification/Level	(\$5,800)
Reduces the classification and level of a clerical position from Secretary to Office Assistant III. This amount represents the differential in salary and corresponding benefits based on salary. <i>No service level impact as incumbent is currently at the Office Assistant III level.</i>	

---

**CITY MANAGER'S OFFICE  
DEPARTMENT SUMMARY**

---

Miscellaneous Reductions	(\$3,300)
Reduces budget for temporary help, overtime and training. <i>Reduces training budget and flexibility of staffing office reception area due to vacations and/or illness.</i>	
• Automated Citizens Information System	(\$2,000)
Eliminates the automated citizens information system. The system provides 24-hour automated information about City services. In some cases, material can be faxed to the caller. Much of the information is available on the City's web page. The activity level of this system has decreased dramatically. The level of staff support required to maintain the system is no longer cost effective. <i>Eliminates one method of communication and reduces community relations efforts.</i>	
• Cable Television Fund:	
Transfer to the General Operating Fund	\$55,000
Increases transfer to the General Operating Fund based on estimated revenue increase.	
Franchise Renewal Legal Costs (one-time expenditure)	\$40,000
Provides funding for legal services related to the cable franchise renewal.	

**PERFORMANCE / WORKLOAD MEASURES**

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
<b>City Manager's Office:</b>					
1. Percent of time an action or decision (on a New Business item prepared by the City Manager's Office) can be made or taken when an item is first brought to Council	>95%	89% <sup>(A)</sup>	>95%	91% <sup>(B)</sup>	>95%
2. Percentage of City Manager's Office cost as a percent of the General Fund operating budget	<2%	1.6%	<2%	1.4%	<2%
3. Percent of written inquiries received by the City Manager's Office via Citygram that are responded to within 10 days	>95%	92% <sup>(C)</sup>	>95%	100%	>95%
4. Number of communications regarding the City's position on legislation or legislative issues made annually to the State Legislature, Congress and other branches of government	20	17	15	16	15

---

**CITY MANAGER'S OFFICE  
DEPARTMENT SUMMARY**

---

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
5. Percent of Community Outreach Program information requests that are responded to within 10 days	>95%	95%	>95%	95%	>95%
6. Percent of time an action or a decision can be made on an agenda item by the Human Relations Commission and subcommittees	>95%	100%	>95%	100%	Discontinued (see M 7)
7. Percent of Human Relations Commission work plan items completed by the target completion date				New for FY 2004-05	>95%
8. Number of community group and nonprofit organization meetings attended by City Manager's Office staff	50	88	40	80 <sup>(D)</sup>	Discontinued (see M 9)
9. City Manager's Office staff attendance at community events/meetings for community support, liaison or networking purposes (not specific to job duties)				New for FY 2004-05	15
10. Percent of time comments submitted within public comment period on environmental reports, regulations, legislation or report reviewed by City Manager's Office (necessity of commenting determined on a case-by-case basis)	>90%	100%	100%	100%	100%

---

<sup>(A)</sup> Eight of the nine New Business items were acted on the first time they were presented to Council.

<sup>(B)</sup> 10 out of 11 New Business items were acted on the first time they were presented to Council. The September 2, 2003 Council discussion regarding the Patriot Act was continued to the September 16, 2003 meeting to allow the Council to complete its deliberations and determine a position on the Act. Action was taken on September 16, 2003.

<sup>(C)</sup> 23 of the 25 Citygrams received were responded to within the target 10-day period.

<sup>(D)</sup> Target reduced in Fiscal Year 2003-04 due to staffing reductions in the City Manager's Office. However, staff's attendance at meetings remained high. Measure replaced for Fiscal Year 2004-05.

LF/BUD  
LHP-601-01^



**CITY MANAGER'S OFFICE  
DEPARTMENT SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
City Manager	1	1	1
Assistant City Manager	1	1	1
Deputy City Manager	1	1	1
Assistant to the City Manager	1 *1	0 *2	0
Youth Resources Manager	1	1	1
Web Site Coordinator	1	0 *3	0
Senior Administrative Analyst	0.50	0.90 *2	0.90
Program Assistant	0.50	0.50	0.50
Exec Asst to the City Manager	1	1	1
Secretary	1	1	0 *5
Office Assistant III	0	0	1 *5
Total Permanent	9	7.40	7.40
Total Part-Time Hourly	0.48	0 *4	0
TOTAL POSITIONS	9.48	7.40	7.40

\*1 Budgeted at Senior Administrative Analyst Level for Fiscal Year 2002-03.

\*2 Reclassified the Assistant to the City Manager position to Senior Administrative Analyst and eliminated .60 of the position.

\*3 Transferred the Web Site Coordinator to the Finance and Administrative Services Department.

\*4 Eliminated hours.

\*5 Reclassified the Secretary position to Office Assistant III.

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 1,092,977	1,009,378	1,055,040
Supplies and Other Services	720,239	230,873	218,873
Capital Outlay	7,047	0	34,200
Interfund Expenditures	232,573	503,000	589,000 *
TOTAL EXPENDITURES	\$ 2,052,836	1,743,251	1,897,113

\* Includes increased transfer to the General Operating Fund from the Cable Fund based on estimated cable franchise revenue.

<u>FUNDING SOURCES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Operating Fund	\$ 1,199,091	1,040,586	1,075,751
General Fund Reserve	119,117	47,500	0
Cable Television	655,836	573,000	733,200
Shoreline Regional Park Community	78,792	82,165	88,162
TOTAL FUNDING	\$ 2,052,836	1,743,251	1,897,113

**CITY MANAGER'S OFFICE  
DEPARTMENT SUMMARY**

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Franchise Fees	\$ 531,910	500,000	586,000
Miscellaneous Revenue	98,000	73,000	73,000
Interfund Revenue Transfers	74,000	0	0
<b>TOTAL REVENUES</b>	<b>\$ 703,910</b>	<b>573,000</b>	<b>659,000</b>

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 871,278	830,228	861,455 *
Wages	55,342	15,000	15,000
Benefits	166,357	164,150	178,585
	<b>\$ 1,092,977</b>	<b>1,009,378</b>	<b>1,055,040</b>

\* Includes decreased fundings of \$5,800 for clerical position reclassification and \$800 for miscellaneous reductions.

<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 50,027	26,498	26,498
Maintenance and Operations	2,109	2,179	179 *5
Utilities	641	960	960
Professional/Technical Svcs	501,479	136,636 *2	134,636 *6
Other Expenses	165,983 *1	64,600 *3	56,600 *7
	<b>\$ 720,239</b>	<b>230,873 *4</b>	<b>218,873</b>

\*1 Includes one-time funding for Centennial Celebration Event.

\*2 Includes decreased funding of \$378,000 for Mountain View Community Television (KMVT) funding.

\*3 Includes one-time fundings of \$7,500 for various consulting assistance and \$40,000 for service cost recovery analysis.

\*4 Includes decreased fundings of \$45,100 for the Public Information Program, \$22,500 for miscellaneous (such as materials and supplies; training, conference and travel; memberships), \$20,000 for outside assistance relating to Ames/Moffett issues, environmental compliance, performance measure management and multicultural training, and \$5,000 for the Human Relations Commission team building.

\*5 Includes decreased funding of \$2,000 for Automated Citizens Information System.

\*6 Includes decreased funding of \$2,000 for miscellaneous reductions.

\*7 Includes decreased funding of \$500 for miscellaneous reductions and one-time funding of \$40,000 for legal services related to the cable franchise renewal.

---

## NOTES

(This page left intentionally blank)

---

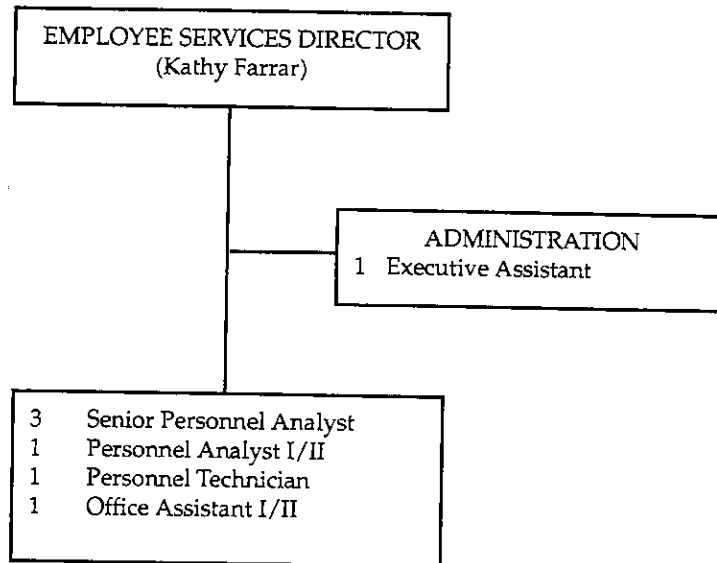
# EMPLOYEE SERVICES DEPARTMENT

The Employee Services Department strives to provide the highest quality of service to City departments, employees and prospective employees.

This Department recruits and tests personnel; manages labor relations, equal employment opportunity and employment development activities; coordinates organizational development efforts, including new employee orientations and training programs; administers the City's compensation and benefits program; and conducts special studies and new programs in order to improve the quality of service to employees and the public.

The City strives to hire and retain excellent employees throughout the organization. To do this, the Department recruits the best people it can find and monitors the City's salary and benefits plan for competitiveness. The City values its employees and provides numerous mechanisms to encourage professional growth. The City provides the necessary on-the-job training and designs and implements supervisory and other management training programs for recently promoted employees, as well as existing employees.

# EMPLOYEE SERVICES DEPARTMENT



FISCAL YEAR 2004-05 POSITION TOTALS: 8.0 Full-Time

---

## EMPLOYEE SERVICES DEPARTMENT SUMMARY

---

### DEPARTMENT MANAGER-EMPLOYEE SERVICES DIRECTOR

#### DEPARTMENT MISSION STATEMENT

To attract and retain the most appropriately qualified employees.

#### DEPARTMENT FUNCTIONS

- Develop and maintain infrastructure for administering effective personnel/employee relation functions. (M 2, 4)
- Manage and coordinate the City's grievance and appeals process and assist departments with all disciplinary actions. (M 4)
- Manage and maintain positive employee/labor relations with unrepresented and represented employee groups through negotiations and administration of Memorandums of Understanding and annual review of unrepresented compensation. (M 4, 6)
- Fill vacant positions as quickly and cost effectively as possible while adhering to equal employment principles. (M 2, 6)
- Plan and conduct training for employees in personnel-related issues and for supervisors/managers to improve their supervisory skills.
- Orient all new employees to the City and conduct interviews with all employees who separate from City service. (M 7, 8, 9)
- Evaluate and update the City's classification plan through periodic salary surveys, classification/reclassification studies and implement changes to the City's compensation plan as needed. (M 10)
- Manage and administer the City's employee benefits. (M 11, 12)

#### MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Manage the City-wide organization development efforts to identify, manage and improve organizational culture.
- Administer a comprehensive training program for lead, supervisory and management employees, including customer service training.
- Coordinate the development and implementation of work force succession initiatives, including development of retirement/severance packages and new policies such as voluntary time off (VTO).
- In conjunction with Finance and Administrative Services Department, continue implementation of Phase II of the new HR/Payroll system.

---

## EMPLOYEE SERVICES DEPARTMENT SUMMARY

---

- Conduct special training in drug and alcohol abuse, sexual harassment and other training as necessary.
- Negotiate a successor agreement with Service Employees International Union (SEIU), Local 715.
- Evaluate and implement changes to the City's policies and procedures, including employer-employee relations ordinance, family medical leave and employment of hourly/temporary employees.
- Review City policies relating to unfair labor practices mandated by legislation to be resolved through the Labor Relations Board.
- Review and implement salary survey for unrepresented employees.

### MAJOR DEPARTMENT CHANGES

- General Fund Reserve:

Police/Fire Recruiting and Selection Assessments (one-time expenditure) \$15,000

Provides one-time funding for the recruiting and selection assessment of public safety personnel. Several vacancies are anticipated due to retirement of Police and Fire personnel. Additional one-time funds are in the Fire Department for Officer recruitment-related costs. *Maintains desired level of recruiting services.*

### PERFORMANCE/WORKLOAD MEASURES

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
<b>Employee Services Department:</b>					
1. Average number of working days to complete competitive recruiting and exam process from date of job posting of position	<80	54 <sup>(A)</sup>	<80	33	Discontinued (see M 2)
2. Percent of recruitments successfully completed within the negotiated time line set by the hiring department				New for FY 2004-05	>90%
3. Percent of newly hired employees completing probationary period	>98%	91% <sup>(B)</sup>	>95%	82% <sup>(C)</sup>	Discontinued (D)
4. Employee turnover rate	<10%	6%	<10%	4.7%	<10%
5. Cost per job placement	<\$3,000	\$3,970 <sup>(E)</sup>	<\$3,500	\$3,333	Discontinued (F)
6. Percent of recruitments/vacant positions filled by existing personnel (excludes promoting within positions classified as I/II)	>30%	43%	>30%	65%	>30%

---

## EMPLOYEE SERVICES DEPARTMENT SUMMARY

---

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
7. Percent of new employee orientations conducted within 7 days of hire	>98%	100%	>98%	100%	>98%
8. Percent of retirement planning informational meetings conducted with retiring employees				New for FY 2004-05	>90%
9. Percent of employee separation reports processed through to the appropriate agency within the 10-day reporting time line following State guidelines				New for FY 2004-05	>95%
10. Percent of classification reviews analyzed within 90 days of receipt of reclassification questionnaire from the department	>90%	86% <sup>(C)</sup>	>85%	100%	>85%
11. Percent of employee requests for FMLA leave responded to within 2 business days (pursuant to Federal guidelines)				New for FY 2004-05	>95%
12. Percent of employee benefit inquiries responded to within 2 working days				New for FY 2004-05	>85%

<sup>(A)</sup> Number of days decreased as a result of the hiring restrictions implemented in response to budgetary concerns.

<sup>(B)</sup> There were 11 out of 92 employees who did not complete the probationary period.

<sup>(C)</sup> There were 12 out of 67 employees who did not complete the probationary period.

<sup>(D)</sup> Employee turnover rate is considered to be a better indicator. Also, differing probationary periods for different classifications make it difficult to track this measure.

<sup>(E)</sup> Cost per job placement includes personnel costs which remain constant throughout the year. The number of recruitments was lower than prior years due to the hiring restrictions in effect.

<sup>(F)</sup> Because of the limited number of recruitments and hires, costs are artificially high. Discontinue this measure until City budget and hiring activity improve.

<sup>(G)</sup> Six of seven requests were reviewed within 90 days.

KF/BUD  
LHP-031-01^



**EMPLOYEE SERVICES  
DEPARTMENT SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Employee Services Director	1	1	1
Senior Personnel Analyst	3	3	3
Personnel Analyst I/II	1.50 *	1 *	1
Personnel Technician	1	1	1
Executive Assistant	1	1	1
Office Assistant I/II	1	1	1
Total Permanent	8.50	8	8
Total Part-Time Hourly	0	0	0
<b>TOTAL POSITIONS</b>	<b>8.50</b>	<b>8</b>	<b>8</b>

\* Unfunded permanent part-time .50 Personnel Analyst I/II position for FY 2002-03, and eliminated it in FY 2003-04.

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 811,777	847,397	891,930
Supplies and Other Services	228,342	316,275	295,675
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,040,119</b>	<b>1,163,672</b>	<b>1,187,605</b>

<u>FUNDING SOURCES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Operating Fund	\$ 1,037,136	1,120,072	1,164,605
General Fund Reserve	0	35,600	15,000
Employee Benefits	2,983	8,000	8,000
<b>TOTAL FUNDING</b>	<b>\$ 1,040,119</b>	<b>1,163,672</b>	<b>1,187,605</b>

---

**EMPLOYEE SERVICES  
DEPARTMENT SUMMARY**

---

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 656,377	697,753	733,383
Wages	27,987	2,940	2,940
Benefits	127,413	146,704	155,607
	<u>\$ 811,777</u>	<u>847,397</u>	<u>891,930</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 17,822	20,400	20,400
Maintenance and Operations	219	350	350
Utilities	0	0	0
Professional/Technical Svcs	95,626	108,800 *1	108,800
Other Expenses	114,675	186,725 *2	166,125 *4
	<u>\$ 228,342</u>	<u>316,275 *3</u>	<u>295,675</u>

\*1 Includes decreased fundings of \$40,000 for organization-wide training program, \$15,500 for Employee Benefit Programs, \$18,000 for recruitment activity, and \$10,000 for labor relations.

\*2 Includes one-time funding of \$35,600 for public safety recruiting and assessments.

\*3 Includes decreased fundings of \$5,000 for employee benefits programs, and \$5,500 for miscellaneous reductions.

\*4 Includes one-time funding of \$15,000 for police/fire recruiting and selection assessments.

---

## NOTES

(This page left intentionally blank)

---

# FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT

The Finance and Administrative Services Department is responsible for administration of the financial affairs and internal support activities of the City; provision of financial support services to all City departments and programs; managing the City's investment portfolio; and coordinating the City's budget process and annual independent audit. More specifically, the department processes payroll, accounts receivable, utility billings, all City revenues, accounting entries and accounts payable. The department is also responsible for the administration of the Purchasing, Document Processing, Information Services, Risk Management and other internal support functions. In addition, the department provides staff support to the Council Finance Committee and Investment Review Committee.

## ADMINISTRATION

Administration is responsible for the management of the Finance and Administrative Services Department.

## FINANCIAL MANAGEMENT DIVISION

The Financial Management Division consists of the Budget and Analysis, Treasury, Payroll and Revenue functions.

The Budget and Analysis Section provides analytical and informational support to the City Council and other City departments as needed. This section analyzes economic trends and forecasts revenues, expenditures and balances for the current fiscal year as well as future fiscal years. In addition, Budget and Analysis manages the budget system and produces the Narrative, Proposed and Adopted Budget documents.

The Treasury Section is responsible for cash flow and portfolio management, investment of City funds and monitoring of special assessment districts.

The Payroll Section processes timecards; payroll documents and biweekly payroll for all City

employees; and prepares reports relating to retirement, insurance, deferred compensation and taxes.

The Revenue Section processes billing and collection for the City's water, wastewater and solid waste utilities; business licenses; and miscellaneous accounts receivable. All moneys due to, or collected by, other City departments are forwarded to this section for deposit and tracking in the City's financial system. In addition, this section is the Finance and Administrative Services Department's primary customer service contact point.

## ACCOUNTING DIVISION

The Accounting Division manages and maintains the general accounting and financial records of the City. This division is also primarily responsible for the external audit of the City's financial records and preparation of the Comprehensive Annual Financial Report. The Accounts Payable function within the Accounting Division matches and reconciles all invoices, purchase requisitions, purchase orders, contracts and agreements prior to processing payments of City obligations.

## ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division manages purchasing and support services activities of the City and contract administration for Information Services.

The Purchasing Section assures acquisition of price-competitive equipment, services and supplies for City departments. Other services include issuing requests for bid; vendor selection; equipment, supplies and mail delivery; warehousing of operating inventories; training; and sale of surplus equipment.

The Support Services Section provides document processing, graphic design, printing, document reproduction, telecommunications and other administrative services to City departments.

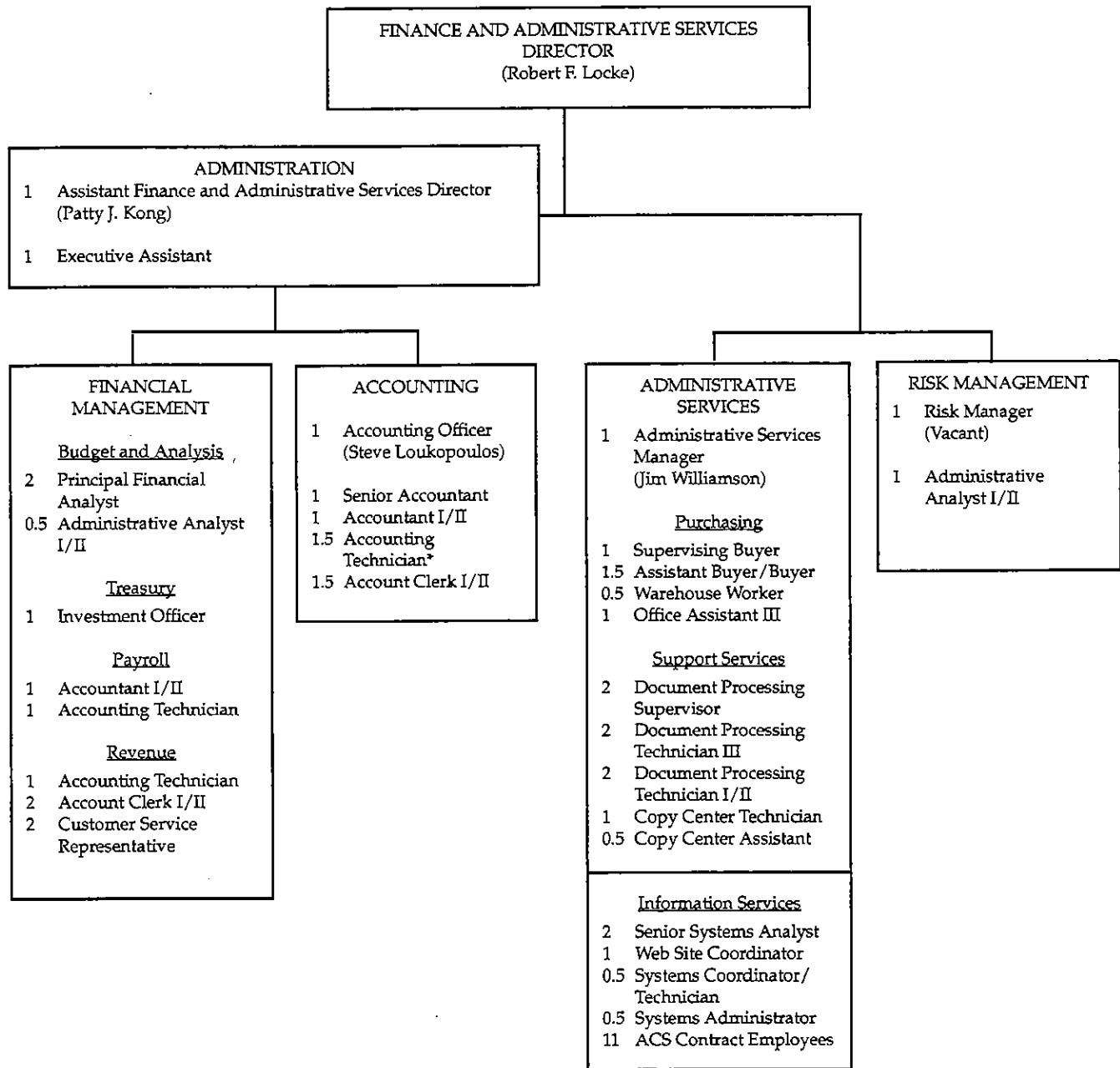
# **FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT (CONT.)**

The Information Services Section plans, maintains and manages the City's computerized information systems and communication networks. Services include systems analysis and design, project management, programming, computer operations, training, computer equipment maintenance, software selection, vendor management, and web site development and support.

## **RISK MANAGEMENT DIVISION**

Risk Management is responsible for managing the City's loss control and risk reduction programs. The City's risk exposures are managed by acquiring insurance, requiring vendors to have insurance and assisting in the maintenance of a safe workplace. This program encompasses the City's comprehensive general liability; property; loss control; workers compensation; long-term disability; and unemployment programs, including the City's self-insurance reserves and excess catastrophic coverage. Risk Management is also responsible for State and OSHA reports and provides guidance to City departments in determining insurance requirements for contracts.

# FINANCE & ADMINISTRATIVE SERVICES DEPARTMENT



FISCAL YEAR 2004-05 POSITION TOTALS: 34.0 Full-Time  
3.5 Permanent Part-Time  
11.0 Contract

\* 0.5 Accounting Technician position located in the Finance and Administrative Services Department but budgeted in the Community Services Department.

---

## FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT SUMMARY

---

### DEPARTMENT MANAGER-FINANCE AND ADMINISTRATIVE SERVICES DIRECTOR

#### DEPARTMENT MISSION STATEMENT

To support the planning and management of the City's fiscal affairs and to provide internal administrative services to all City departments.

#### DEPARTMENT FUNCTIONS

- Plan, monitor and report in a timely and accurate manner the City's financial and budgetary position; provide financial analysis and recommendations on major issues facing the City. (M 1)
- Manage the City budget process and produce the annual City budget.
- Manage investment of City funds with the objectives of meeting cash flow requirements and minimizing risk while earning market rates of return. (M 2)
- Manage the City's debt obligations, including special assessment debt; monitor the City's credit rating; recommend and manage issuance of new debt as appropriate.
- Provide timely, accurate and cost-efficient payroll processing. (M 3, 4, 5)
- Process billing and collection of charges for utility and miscellaneous services, providing a high level of accuracy and customer service to residents and businesses. (M 6, 7)
- Manage the City's centralized financial and budgetary control systems, delivering accurate and timely processing of financial transactions and on-time information. (M 8, 9, 10)
- Coordinate and assist with the City's annual independent audit; prepare the Comprehensive Annual Financial Report, required State reports and other reports as necessary.
- Provide cost-saving, centralized purchasing services as required by the City Charter and City Code and the sale of surplus equipment. (M 11, 12)
- Provide cost-beneficial, centralized document processing, document reproduction and voice mail services. (M 13, 14)
- Manage and support the planning, implementation, operation and maintenance of information systems, providing a reliable City-wide network, electronic mail, public access, City Internet web site, microcomputer support and technical support of computer applications in City departments. (M 15, 16)
- Manage the City's comprehensive general liability, property, loss control, Workers' Compensation, long-term disability and unemployment insurance programs, including self-insurance programs and excess insurances for catastrophic loss. (M 17, 18, 19)

---

## FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT SUMMARY

---

### MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Coordinate and manage preparation of Fiscal Year 2005-06 City Operating Budget.
- Implement financing plan for water system storage capacity expansion; complete issuance of long-term debt.
- Closely monitor and report on developments at the State and local level affecting City finances and the status of revenue collections during the fiscal year, and implement any follow-up actions necessary.
- In conjunction with the Employee Services Department, continue implementation of Phase II of the new HR/Payroll system.
- Manage adjustments to department operations in response to budget reductions.
- Conduct an updated actuarial analysis of the Retirees' Health Program cost, funding strategy and program restructuring possibilities.
- Commence requirements, analysis and software assessment for replacement of the City's Utility Billing system.
- In conjunction with Public Works Department, complete the analysis of water and wastewater rate restructuring.
- Support the Council Finance Committee's Request for Proposals process for selection of the City's external auditors in accordance with new Council policy.
- Install replacement document imaging system providing streamlined, Internet-based public access to City documents.

### PERFORMANCE/WORKLOAD MEASURES

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
<b>Financial Management:</b>					
1. Accuracy of final budget numbers—percent of budget corrections needed due to error	<2%	1.2%	<2%	0.9%	<2%
2. Percent of time portfolio's market risk target (modified duration) is within:					
— 3.0 percent of the benchmark (policy requires 25 percent of time within 3.0 percent)	>50%	75%	>50%	88.4%	>50%
— 15.0 percent of the benchmark (policy requires 100 percent of time within 15.0 percent)		New for FY 2003-04	100%	100%	100%



---

**FINANCE AND ADMINISTRATIVE SERVICES**  
**DEPARTMENT SUMMARY**

---

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
3. Cost per payroll check issued (cost of payroll operation to total paychecks issued)	<\$11.00	\$9.28	<\$11.00	\$8.34	<\$11.00
4. Percent of reissued payroll checks versus total issued	<2%	0.27%	<2%	0.16%	<2%
5. Payroll checks issued	20,000	21,867	20,000	20,766	20,000
6. Percent of utility bills processed and mailed seven days from last meter reading date	>95%	100%	>95%	100%	>95%
7. Percent of utility accounts and accounts receivable accounts written off as a percent of total receivables	<3%	0.13%	<3%	0.22%	<3%
<b>Accounting:</b>					
8. Percent of correcting accounting entries to total accounting entries	<20%	13%	<20%	11%	<20%
9. Percent of month-end closes com- pleted within 10 working days (target assumes June and July will not close within 10 working days due to year-end workload)	>83%	83%	>83%	92%	>83%
10. Cost of Accounts Payable processing as a percent of total dollars spent		New for FY 2003-04	<1%	0.23%	<1%
<b>Administrative Services:</b>					
11. Cost of procurement services as a percent of total dollars spent	<4%	3.1%	<4%	3.6%	<4%
12. Percent of time purchase orders issued timely	>75%	86%	>75%	95%	>85%
13. Percent of time Document Processing documents are completed timely	>90%	99%	>90%	99%	>90%
14. Percent of time Copy Center documents are completed timely	>90%	99%	>90%	98%	>90%
15. Cost of information services as a percent of total City department expenditures	<3%	1.9%	<3%	1.7%	<3%
16. Percent of time network is up	>98%	99%	>98%	99%	>98%
<b>Risk Management:</b>					
17. Percent of Workers' Compensation program costs to total payroll	<5%	3.03%	<5%	2.79%	<5%
18. Percent of hours lost to occupational injury compared to total hours worked	<1.5%	0.76%	<1.5%	0.26%	<1.5%

---

**FINANCE AND ADMINISTRATIVE SERVICES  
DEPARTMENT SUMMARY**

---

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
19. Percent of dollars recovered compared to expenditures paid to repair damage due to third-party vehicle accidents	100%	100%	100%	100%	100%

SN/BUD  
LHP-541-01^

**FINANCE AND ADMINISTRATIVE SERVICES  
DEPARTMENT SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED
Finance and Administrative Svcs Director	1	1	1
Assistant Finance and Admin Svcs Director	1	1	1
Administrative Services Manager	1	1	1
Risk Manager	1	1	1
Accounting Officer	1	1	1
Principal Financial Analyst	2	2	2
Investment Officer	1	1	1
Revenue Manager	1	0 *3	0
Senior Systems Analyst	2	2	2
Senior Accountant	1	1	1
Web Site Coordinator	0	1 *4	1
Administrative Analyst I/II	1.50	1.50	1.50
Accountant I/II	2	2	2
Supervising Buyer	1	1	1
Document Processing Supervisor	2	2	2
Assistant Buyer/Buyer	1.50	1.50	1.50
Systems Coordinator/Technician	0.50	0.50	0.50
Systems Administrator	0.50	0.50	0.50
Program Assistant	1 *1	0 *1	0
Accounting Technician	4	3.50 *3	3 *6
Account Clerk I/II	4	4	3.50 *6
Document Processing Technician III	2	2	2
Document Processing Technician I/II	2	2	2
Warehouse Worker	0.50	0.50	0.50
Executive Assistant	1	1	1
Copy Center Technician	1	1	1
Copy Center Assistant	0.50	0.50	0.50
Customer Service Representative	2	2	2
Office Assistant III	1	1	1
Total Permanent	40	38.50	37.50
Total Part-Time Hourly	0.29	0.29	0.25 *7
TOTAL POSITIONS	40.29 *2	38.79 *5	37.75 *5

\*1 Unfunded .50 Program Assistant position for FY 2002-03 and eliminated entire position in FY 2003-04.

\*2 In addition, there are thirteen positions provided by contract.

\*3 Eliminated the Revenue Manager position and .50 of an Accounting Technician position.

\*4 Transferred the Web Site Coordinator position from the City Manager's Office.

\*5 In addition, there are eleven positions provided by contract.

\*6 Eliminated 0.50 Accounting Technician position and 0.50 Account Clerk I/II position.

\*7 Eliminated hours.

**FINANCE AND ADMINISTRATIVE SERVICES  
DEPARTMENT SUMMARY**

<u>DEPARTMENT PROGRAMS</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Finance and Admin. Services Admin.	\$ 866,502	893,731	917,076
Financial Management	1,109,446	1,113,204	1,152,248
Accounting	513,531	535,192	527,684
Administrative Services	3,689,324	3,684,375	3,782,934
Risk Management	2,505,791	3,345,967	3,271,708
	<u>\$ 8,684,594</u>	<u>9,572,469</u>	<u>9,651,650</u>

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 3,508,124	3,728,654	3,842,224
Supplies and Other Services	5,133,788	5,825,215	5,792,726
Capital Outlay	27,134	0	0
Interfund Expenditures	15,548	18,600	16,700
TOTAL EXPENDITURES	<u>\$ 8,684,594</u>	<u>9,572,469</u>	<u>9,651,650</u>

<u>FUNDING SOURCES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Operating Fund	\$ 6,260,768	6,151,202	6,198,047
General Fund Reserve	11,825	20,000	15,000
Water	116,296	290,467	415,053
Workers Compensation Insurance	1,429,289	1,658,000	1,558,000
Unemployment Self-Insurance	67,249	67,250	80,000
Liability Self-Insurance	799,167	1,385,550	1,385,550
TOTAL FUNDING	<u>\$ 8,684,594</u>	<u>9,572,469</u>	<u>9,651,650</u>

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Miscellaneous Revenue	\$ 71,304	5,000	5,150
Interfund Revenue Transfers	80,163	0	0
TOTAL REVENUES	<u>\$ 151,467</u>	<u>5,000</u>	<u>5,150</u>

---

## FINANCE AND ADMINISTRATIVE SERVICES—ADMINISTRATION

### PROGRAM SUMMARY

---

#### PROGRAM MANAGER—FINANCE AND ADMINISTRATIVE SERVICES DIRECTOR

#### PROGRAM MISSION STATEMENT

To plan, manage and direct the operations of the Finance and Administrative Services Department.

#### PROGRAM FUNCTIONS

- Plan, monitor and report in a timely and accurate manner the City's financial and budgetary position; provide financial analysis and recommendations on major issues facing the City.
- Manage the provision of centralized financial and administrative services and establish the goals, objectives and priorities of the department consistent with those of the City Council and City Manager.
- Provide analytical support and long-range financial planning to the City Council, City Manager's Office and other departments.
- Recommend and oversee administration of City financial policies.
- Direct the City's revenue and lessee audit program and resolution of audit findings.
- Represent City interests to rating agencies, financial service providers and other outside parties.
- Oversee the City's portfolio management program, assuring policy compliance in all respects.
- Provide leadership in the continuous effort to improve the quality of services provided by the department.
- Represent the department and coordinate inter- and intradepartment communications and projects.
- Oversee the City's purchasing operations and the development, operation and provision of information systems in a manner consistent with the City's goals and priorities.
- Cooperate with outside auditors performing independent audits of financial transactions.

---

## FINANCE AND ADMINISTRATIVE SERVICES—ADMINISTRATION

### PROGRAM SUMMARY

---

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Coordinate and manage preparation of Fiscal Year 2005-06 City Operating Budget.
- Implement financing plan for water system storage capacity expansion; complete issuance of long-term debt.
- Closely monitor and report on developments at the State and local level affecting City finances and the status of revenue collections during the fiscal year, and implement any follow-up actions necessary.
- In conjunction with the Employee Services Department, continue implementation of Phase II of the new HR/Payroll system.
- Manage adjustments to department operations in response to budget reductions.
- Conduct an updated actuarial analysis of Retirees' Health Program cost, funding strategy and program restructuring possibilities.
- Complete analysis of best use of PERS reserve with outside actuary and make advance payment of annual PERS employer contributions if interest savings to be realized are confirmed by PERS.

#### MAJOR PROGRAM CHANGES

- General Operating Fund:

Miscellaneous Increase

\$1,900

Provides for a cost-of-living increase for the City membership in the Community Health Awareness Council (CHAC). *Maintains desired level of service.*

SN/BUD  
LHP-541-02^

---

**FINANCE AND ADMINISTRATIVE SERVICES - ADMINISTRATION  
PROGRAM SUMMARY**

---

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Finance and Administrative Svcs Director	1	1	1
Assistant Finance and Admin Svcs Director	1	1	1
Executive Assistant	1	1	1
Total Permanent	<u>3</u>	<u>3</u>	<u>3</u>
Total Part-Time Hourly	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL POSITIONS	<u><u>3</u></u>	<u><u>3</u></u>	<u><u>3</u></u>

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 453,933	461,771	483,170
Supplies and Other Services	412,569	431,960	433,906
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	<u><u>\$ 866,502</u></u>	<u><u>893,731</u></u>	<u><u>917,076</u></u>

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Interfund Revenue Transfers	\$ 2,261	0	0
TOTAL REVENUES	<u><u>\$ 2,261</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

---

**FINANCE AND ADMINISTRATIVE SERVICES - ADMINISTRATION**  
**PROGRAM SUMMARY**

---

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 394,066	395,592	412,307
Wages	0	0	0
Benefits	59,867	66,179	70,863
	<u>\$ 453,933</u>	<u>461,771</u>	<u>483,170</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 15,099	20,270	20,270
Maintenance and Operations	0	0	0
Utilities	350	1,200	1,200
Professional/Technical Svcs	91,198	116,300	116,300
Other Expenses	305,922	294,190 *1	296,136 *2
	<u>\$ 412,569</u>	<u>431,960</u>	<u>433,906</u>

\*1 Includes increased funding of \$1,900 for Community Health Awareness Council nonprofit agency and decreased funding of \$5,000 for contributions to Pop Warner cheerleaders.

\*2 Includes increased funding of \$1,900 for Community Health Awareness Council nonprofit agency.



---

## FINANCE AND ADMINISTRATIVE SERVICES—FINANCIAL MANAGEMENT PROGRAM SUMMARY

---

### PROGRAM MANAGER—ASSISTANT FINANCE AND ADMINISTRATIVE SERVICES DIRECTOR

#### PROGRAM MISSION STATEMENT

To provide financial analysis support and manage the City's financial resources and internal control system; process timely and accurate payroll, utility billings and provide quality customer service.

#### PROGRAM FUNCTIONS

- Manage the City budget process and produce the annual City budget.
- Manage investment of City funds with the objectives of meeting cash flow requirements and minimizing risk while earning market rates of return.
- Manage the City's debt obligations, including special assessment debt; monitor the City's credit rating; recommend and manage issuance of new debt as appropriate.
- Provide timely, accurate and cost-efficient payroll processing.
- Process billing and collection of charges for utility and miscellaneous services, providing a high level of accuracy and customer service to residents and businesses.
- Forecast, monitor and report financial trends and developments.
- Provide analytical support to other departments.
- Monitor and review fees for City services.
- Manage public counter, cashiering functions and the processing of all City revenues.
- Issue business licenses and administer the City's business license ordinance.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Coordinate and manage preparation of the Fiscal Year 2005-06 City Operating Budget.
- Implement financing plan for the water system storage capacity expansion; complete issuance of long-term debt.
- In conjunction with the Employee Services Department, continue implementation of Phase II of the new HR/Payroll system.
- Commence requirements analysis and software assessment for replacement of the City's Utility Billing system.
- In conjunction with Public Works Department, complete the analysis of water and wastewater rate restructuring.

---

## FINANCE AND ADMINISTRATIVE SERVICES—FINANCIAL MANAGEMENT PROGRAM SUMMARY

---

- Manage the compliance audit of hotels/motels in the City.
- Provide analytical support to Moffett Field fire services proposal.
- Monitor and report State budget actions and impacts.
- Analyze and implement measures to manage PERS costs as possible.
- Support retirees' health actuarial update and program funding alternatives.

### MAJOR PROGRAM CHANGES

- General Operating Fund:

Accounting Technician Position (.50) (\$17,000)

Eliminates a half-time Accounting Technician position in Treasury. The savings are partially offset by the cost of existing staff working additional hours to perform the minimum tasks needed to support the Treasury function and manage the City's \$260 million portfolio. *Increases workload on other staff and reduces capacity to adjust to workload fluctuations.*

- General Fund Reserve:

Hotel Compliance Audit (one-time expenditure) \$15,000

Provides one-time funding to perform a compliance audit of the remaining hotels/motels in the City that were not included in current-year tax audits. *Ensures hotel/motel operators are in compliance with City ordinance and all required hotel tax is being received by the City.*

- Water Fund:

Utility Billing Postage \$8,000

Provides increased funding for postage costs for special utility bill mailing to notice customers of rate increases and reasons for the increases, and provides funding for general increased postage costs.

SN/BUD  
LHP-541-03^

**FINANCE AND ADMINISTRATIVE SERVICES - FINANCIAL MANAGEMENT  
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Principal Financial Analyst	2	2	2
Investment Officer	1	1	1
Revenue Manager	1	0 *1	0
Administrative Analyst I/II	0.50	0.50	0.50
Accountant I/II	1	1	1
Accounting Technician	3	2.50 *1	2 *2
Account Clerk I/II	2	2	2
Customer Service Representative	2	2	2
Total Permanent	12.50	11	10.50
Total Part-Time Hourly	0	0	0.25 *2
TOTAL POSITIONS	12.50	11	10.75

\*1 Eliminated the Revenue Manager position and .50 of an Accounting Technician position.

\*2 Eliminated 0.50 Accounting Technician position and added hours.

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 955,784	937,944	965,688
Supplies and Other Services	153,662	175,260	186,560
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 1,109,446	1,113,204	1,152,248

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Miscellaneous Revenue	\$ 234	0	150
Interfund Revenue Transfers	77,902	0	0
TOTAL REVENUES	\$ 78,136	0	150

---

## FINANCE AND ADMINISTRATIVE SERVICES - FINANCIAL MANAGEMENT PROGRAM SUMMARY

---

### DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 726,532	750,132	752,662
Wages	61,551	900	20,946
Benefits	167,701	186,912	192,080
	<u>\$ 955,784</u>	<u>937,944</u>	<u>965,688</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 63,993	67,220	78,040 *3
Maintenance and Operations	1,838	4,050	4,050
Utilities	56	0	0
Professional/Technical Svcs	86,399	81,412 *1	81,892
Other Expenses	1,376	22,578 *2	22,578 *4
	<u>\$ 153,662</u>	<u>175,260</u>	<u>186,560</u>

\*1 Includes decreased funding of \$80,000 for professional services.

\*2 Includes one-time funding of \$15,000 for the cost allocation/A-87 plan update.

\*3 Includes increased funding of \$8,000 for utility billing postage.

\*4 Includes one-time funding of \$15,000 for a hotel compliance audit.

---

## NOTES

(This page left intentionally blank)

---

---

## FINANCE AND ADMINISTRATIVE SERVICES—ACCOUNTING PROGRAM SUMMARY

---

### PROGRAM MANAGER—ACCOUNTING OFFICER

#### PROGRAM MISSION STATEMENT

To maintain the internal integrity, controls and operations of the accounting system and related processes, providing a high level of customer service to departments and vendors.

#### PROGRAM FUNCTIONS

- Manage the City's centralized financial and budgetary control systems, delivering accurate and timely processing of financial transactions and on-time information.
- Cooperate and assist with the City's annual independent audit; prepare the Comprehensive Annual Financial Report, required State reports and other reports as necessary.
- Process accounts payable and fixed asset information timely and accurately.
- Report in a timely and accurate manner City departments' financial/budgetary position; provide training and support for departments to access and input information in the financial system.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Support the Council Finance Committee's Request for Proposals process for selection of the City's external auditors in accordance with new Council policy.
- Assist with the implementation of the financial system upgrade and Phase II of the new HR/Payroll system.
- Continue implementation of additional features and departmental training on the City's financial system.

#### MAJOR PROGRAM CHANGES

- General Operating Fund:

Accounts Payable Clerk Position (.50)

(\$34,600)

*Reduces one of two Accounts Payable Clerk positions to half-time. Increases workload of remaining Accounts Payable staff and diminishes support to departments.*

SN/BUD  
LHP-541-04^

---

**FINANCE AND ADMINISTRATIVE SERVICES - ACCOUNTING  
PROGRAM SUMMARY**

---

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Accounting Officer	1	1	1
Senior Accountant	1	1	1
Accountant I/II	1	1	1
Accounting Technician	1	1	1
Account Clerk I/II	2	2	1.50 *2
Total Permanent	6	6	5.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	6 *1	6 *1	5.50 *1

\*1 In addition, there is one-half Accounting Technician position budgeted in the Community Services Department, but located in the Accounting Division.

\*2 Eliminated 0.50 Account Clerk I/II position.

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 507,175	525,847	518,339
Supplies and Other Services	3,898	9,345	9,345
Capital Outlay	2,458	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 513,531	535,192	527,684

---

**FINANCE AND ADMINISTRATIVE SERVICES - ACCOUNTING  
PROGRAM SUMMARY**

---

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 419,775	427,523	416,133
Wages	0	0	0
Benefits	87,400	98,324	102,206
	<u>\$ 507,175</u>	<u>525,847</u>	<u>518,339</u>

<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 2,408	4,295	4,295
Maintenance and Operations	548	1,200	1,200
Utilities	0	0	0
Professional/Technical Svcs	0	0	0
Other Expenses	942	3,850	3,850
	<u>\$ 3,898</u>	<u>9,345</u>	<u>9,345</u>



---

## FINANCE AND ADMINISTRATIVE SERVICES—ADMINISTRATIVE SERVICES PROGRAM SUMMARY

---

### PROGRAM MANAGER—ADMINISTRATIVE SERVICES MANAGER

#### PROGRAM MISSION STATEMENT

To provide integrated procurement, document processing, information technology and other organizational support services in a service-oriented, cost-efficient manner.

#### PROGRAM FUNCTIONS

- Provide cost-saving, centralized purchasing services as required by the City Charter and City Code and the sale of surplus equipment.
- Provide cost-beneficial, centralized document processing, document reproduction and voice mail services.
- Manage and support the planning, implementation, operation and maintenance of information systems, providing a reliable City-wide network, electronic mail, public access, City Internet web site, microcomputer support and technical support of computer applications in City departments.
- Obtain timely delivery of price-competitive equipment, supplies and services; capitalize on quantity discounts and reduce paperwork by aggregating like purchases and services.
- Provide centralized storage and inventory control of high-use supplies and surplus property; provide storage for other departments; and provide inter-building delivery of mail and supplies.
- Advise and assist City departments on product or service specifications and results of the purchasing process; provide training on proper purchasing procedures; and solicit customer feedback to constantly improve procurement processes.
- Coordinate computer training programs.
- Coordinate cost-effective telephone services including long distance service, voice mail applications and cellular phone service.
- Manage City Hall security and janitorial services.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Install replacement document imaging system providing streamlined, Internet-based public access to City documents.
- Support the continuing implementation of Phase II of the new HR/Payroll system, including Employee On-Line and on-line time cards.
- Review the City's procurement card program and implement necessary changes to assure maximum efficiencies and savings and assist ongoing audit and control processes governing use of procurement cards.

---

## FINANCE AND ADMINISTRATIVE SERVICES—ADMINISTRATIVE SERVICES PROGRAM SUMMARY

---

- Manage the purchase and installation of replacement network computer hardware and software.
- Participate in the replacement of the City's Police/Fire Computer-Aided Dispatch (CAD) and Records Management System (RMS).
- Participate in the assessment of upgrading or replacing the City's Utility Billing system.

### MAJOR PROGRAM CHANGES

- General Operating Fund:

Transfer Assistant Buyer and Warehouse Worker Time to Utility Funds (\$40,000)

Transfers a portion of the costs associated with the Warehouse Assistant Buyer and Warehouse Worker positions to the Utility Funds to more accurately reflect the actual level of support. *No service level impact.*

Document Processing Hourly Wages (\$17,100)

Eliminates Document Processing wages used to backfill staff on leave. *Reduces flexibility to backfill when staff is on vacation or out ill.*

Information Services Contract \$2,500

Provides for a 0.2 percent cost-of-living adjustment based on February CPI as stipulated in the contract. *Maintains desired level of service.*

- Water Fund:

Hardware and Software Maintenance \$44,000

Provides software maintenance for the GIS mapping system (\$18,000) and Hansen Maintenance Management System (\$24,000). This is the first year of costs in the operating budget for these systems; previous years were paid from the project budget while systems were in development. An additional \$2,000 is to fund increased hardware maintenance costs.

Transfer Assistant Buyer and Warehouse Worker Time from General Operating Fund \$40,000

Transfers costs associated with the Warehouse Assistant Buyer and Warehouse Worker positions from the General Operating Fund to reflect level of support provided to Utilities by these positions. *No service level impact.*

SN/BUD  
LHP-541-05^

**FINANCE AND ADMINISTRATIVE SERVICES - ADMINISTRATIVE SERVICES  
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Administrative Services Manager	1	1	1
Supervising Buyer	1	1	1
Assistant Buyer/Buyer	1.50	1.50	1.50
Senior Systems Analyst	2	2	2
Web Site Coordinator	0	1 *3	1
Systems Coordinator/Technician	0.50	0.50	0.50
Systems Administrator	0.50	0.50	0.50
Program Assistant	1 *1	0 *1	0
Document Processing Supervisor	2	2	2
Document Processing Technician III	2	2	2
Document Processing Technician I/II	2	2	2
Warehouse Worker	0.50	0.50	0.50
Copy Center Technician	1	1	1
Copy Center Assistant	0.50	0.50	0.50
Office Assistant III	1	1	1
Total Permanent	16.50	16.50	16.50
Total Part-Time Hourly	0.29	0.29	0 *5
TOTAL POSITIONS	16.79 *2	16.79 *4	16.50 *4

\*1 Unfunded .50 Program Assistant position for FY 2002-03 and eliminated entire position in FY 2003-04.

\*2 In addition, there are thirteen positions provided by contract.

\*3 Transferred the Web Site Coordinator position from the City Manager's Office.

\*4 In addition, there are eleven positions provided by contract.

\*5 Eliminated hours.

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 1,291,671	1,480,255	1,539,199
Supplies and Other Services	2,357,429	2,185,520	2,227,035
Capital Outlay	24,676	0	0
Interfund Expenditures	15,548	18,600	16,700
TOTAL EXPENDITURES	\$ 3,689,324	3,684,375	3,782,934

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Miscellaneous Revenue	\$ 35,524	5,000	5,000
TOTAL REVENUES	\$ 35,524	5,000	5,000

---

**FINANCE AND ADMINISTRATIVE SERVICES - ADMINISTRATIVE SERVICES  
PROGRAM SUMMARY**

---

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 1,072,243	1,193,104	1,252,752
Wages	8,425	18,164	2,000
Benefits	211,003	268,987	284,447
	<u>\$ 1,291,671</u>	<u>1,480,255</u>	<u>1,539,199</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 67,187	68,765	68,765
Maintenance and Operations	304,003	363,763 *1	407,763 *4
Utilities	329,711	258,062	258,062
Professional/Technical Svcs	1,517,832	1,351,250 *2	1,353,765 *5
Other Expenses	138,696	143,680 *3	138,680
	<u>\$ 2,357,429</u>	<u>2,185,520</u>	<u>2,227,035</u>

\*1 Includes increased funding of \$5,400 for software maintenance.

\*2 Includes decreased funding of \$275,000 for the Information Services contract.

\*3 Includes one-time funding of \$5,000 for web-site assistance.

\*4 Includes increased funding of \$44,000 for hardware and software maintenance.

\*5 Includes increased funding of \$2,500 for the Information Services contract.

---

## NOTES

(This page left intentionally blank)

---

---

## FINANCE AND ADMINISTRATIVE SERVICES—RISK MANAGEMENT PROGRAM SUMMARY

---

### PROGRAM MANAGER—RISK MANAGER

### PROGRAM MISSION STATEMENT

To manage and minimize the City's exposure to accidental loss through acquisition of insurance or self-insuring risks.

### PROGRAM FUNCTIONS

- Manage the City's comprehensive general liability, property, loss control, Workers' Compensation, long-term disability and unemployment insurance programs, including self-insurance programs and excess insurance for catastrophic loss.

### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Provide safety training and monitor/report on City legal compliance with workplace safety requirements.
- Investigate strategies and alternatives to mitigate rising insurance costs in each area of the insurance program.
- Provide periodic reports to department managers on status of Workers' Compensation claims, costs and claims mitigation strategies; monitor and report on cost impacts of new laws aimed at reducing Workers' Compensation costs.
- Oversee and manage City-wide ergonomic program.

SN/BUD  
LHP-541-06^

**FINANCE AND ADMINISTRATIVE SERVICES - RISK MANAGEMENT  
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Risk Manager	1	1	1
Administrative Analyst I/II	1	1	1
Total Permanent	2	2	2
Total Part-Time Hourly	0	0	0
<b>TOTAL POSITIONS</b>	<b>2</b>	<b>2</b>	<b>2</b>

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 299,561 *1	322,837 *2	335,828 *2
Supplies and Other Services	2,206,230	3,023,130	2,935,880
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,505,791</b>	<b>3,345,967</b>	<b>3,271,708</b>

\*1 Includes workers' compensation claims for safety personnel not returning to work.  
 \*2 Includes \$100,000 for workers' compensation claims.

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Miscellaneous Revenue	\$ 35,546	0	0
<b>TOTAL REVENUES</b>	<b>\$ 35,546</b>	<b>0</b>	<b>0</b>

---

**FINANCE AND ADMINISTRATIVE SERVICES - RISK MANAGEMENT  
PROGRAM SUMMARY**

---

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 238,284	282,964 *2	290,083 *2
Wages	1,673	1,500	1,500
Benefits	59,604	38,373	44,245
	<u>\$ 299,561 *1</u>	<u>322,837</u>	<u>335,828</u>

\*1 Includes workers' compensation claims for safety personnel not returning to work.

\*2 Includes \$100,000 for workers' compensation claims.

<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 5,148	5,000	5,000
Maintenance and Operations	0	0	0
Utilities	205	0	0
Professional/Technical Svcs	209,756	372,550	372,550
Other Expenses	1,991,121	2,645,580 *	2,558,330
	<u>\$ 2,206,230</u>	<u>3,023,130</u>	<u>2,935,880</u>

\* Includes increased fundings of \$190,000 for earthquake insurance and \$177,000 for ACCEL liability insurance costs.  
Also includes rebudget of the Ergonomics Program estimated balance of \$100,000.



---

## NOTES

(This page left intentionally blank)

---

# COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department is responsible for the review of development and building activity to ensure compliance with zoning and building codes, economic development goals, General Plan policies, the California Environmental Quality Act (CEQA) and community values. The department assists the community in establishing land use and neighborhood plans and ensures the quality of new projects through the design and development review process. The Department staffs the Environmental Planning Commission (EPC), the Council Neighborhoods Committee, the Downtown Committee, the Visual Arts Committee and other citizen committees in addition to establishing and maintaining communications with citizens, developers, businesses, other governmental agencies and City departments. The Department also provides technical and policy support to the City Manager and other departments.

## ADMINISTRATION

Administration is responsible for the management of the Community Development Department.

## PLANNING DIVISION

Planning participates in long-range local and regional planning activities and is responsible for all matters concerning the implementation of the Zoning Ordinance, including the issuance of use permits, variance requests and planned unit development permits. This division assembles community data; develops and maintains the City's General Plan, precise plans and Zoning Ordinance; reviews and administers zone change proposals; provides primary staffing to the EPC; reviews private development projects for design and compliance with the Zoning Ordinance; is responsible for CEQA review and subdivision design; and provides information to the public on regulations, zoning codes and development projects. This division provides information for private-sector businesses, investors and developers considering locations in Mountain View and participates in early discussions with people considering new development or uses in the City. The division

also holds hearings on proposed projects through the Development Review Committee and the Zoning Administrator.

## ECONOMIC DEVELOPMENT DIVISION

Economic Development is responsible for the City-wide economic development program. Economic Development staff serves as a primary contact and liaison with prospective new businesses who may need assistance in finding and developing an appropriate site. Another key function is retaining existing businesses by responding to situations where a business may need to expand or relocate. The program includes outreach efforts such as the corporate visitation program and regional economic development programs.

The Economic Development Division is also responsible for staffing the Downtown Committee and works closely with downtown businesses, property owners and developers. The division is responsible for recruitment and retention of downtown businesses, the review of public and private projects in the downtown, coordination for the continued improvement and maintenance of the downtown, and for implementation of the Downtown Precise Plan.

## NEIGHBORHOOD PRESERVATION DIVISION

Neighborhood Preservation handles a variety of neighborhood and housing-related issues, including affordable housing information, the Below-Market-Rate (BMR) housing program, a volunteer mediation program for neighborhood and tenant/landlord disputes, and other activities that support a variety of housing opportunities and promote quality neighborhoods. It is also responsible for staffing the Council Neighborhoods Committee, that hold neighborhood meetings throughout the City.

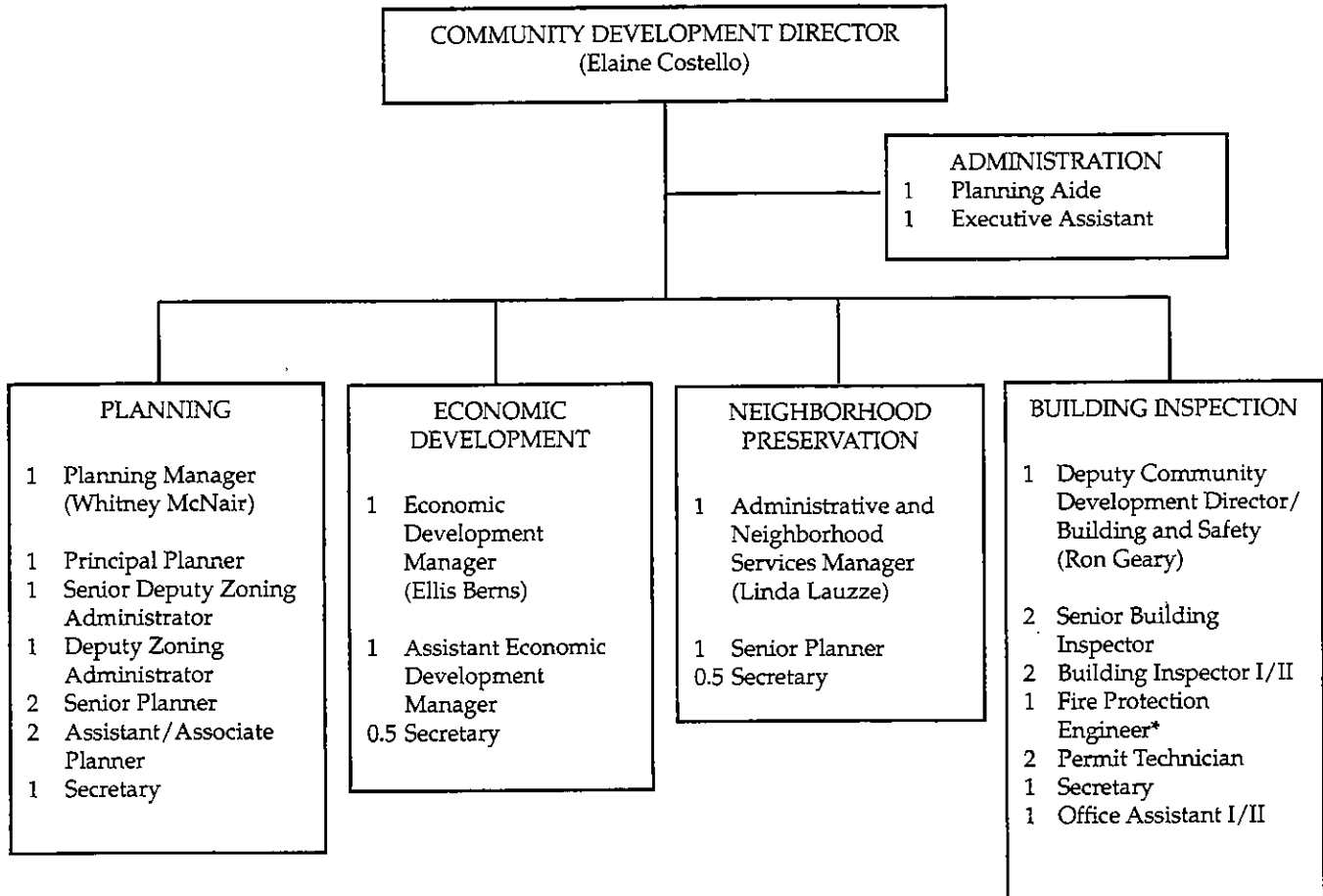
# COMMUNITY DEVELOPMENT DEPARTMENT (CONT.)

This division also administers the Community Development Block Grant (CDBG) and HOME Federal funds allocated to the City by the U.S. Department of Housing and Urban Development. These grant funds benefit primarily low- and moderate-income citizens by funding affordable housing projects and community services and improvements.

## **BUILDING INSPECTION DIVISION**

By locating the building inspection function in the Community Development Department, the City can provide true "one-stop" service to the public. The division, which includes new construction fire prevention functions, reviews all construction plans to process applications in a coordinated and efficient manner to ensure compliance with the Building and Fire Code. The Building Division also inspects buildings under construction to ensure that they comply with these codes. In addition, Building Inspection staff provides information to citizens regarding home improvement regulations.

# COMMUNITY DEVELOPMENT DEPARTMENT



FISCAL YEAR 2004-05 POSITION TOTALS: 26.0 Full-Time

\* Located in Community Development Department but budgeted in Fire Department.

---

## COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

---

### DEPARTMENT MANAGER-COMMUNITY DEVELOPMENT DIRECTOR

#### DEPARTMENT MISSION STATEMENT

To provide land use, building development, neighborhood protection, economic development and environmental policy services.

#### DEPARTMENT FUNCTIONS

- Respond promptly to individual applications or Environmental Planning Commission/City Council-initiated General Plan and Zoning Ordinance amendments and precise plan changes. (M 1)
- Provide support for the comprehensive planning efforts of citizens, City Council and the Environmental Planning Commission. (M 3)
- Provide timely, professional assistance with the review of proposed subdivision applications and development applications for Development Review Committee and Zoning Administrator hearings. (M 4)
- Provide zoning and planning information to the public in a timely, complete, accurate and courteous manner. (M 4)
- Provide a foundation for long-range planning activities by maintaining comprehensive data bases on land use, demographics and economics.
- Manage and coordinate the Corporate Visitation Program. (M 5)
- Retain existing businesses and attract new businesses throughout the City. (M 6, 7)
- Provide staff support to the Downtown Committee and subcommittees and the Visual Arts Committee.
- Manage affordable housing programs that include the Below Market Rate (BMR) program, new affordable housing projects and oversight of Federally subsidized units.
- Provide staff support to the Council Neighborhoods Committee (CNC) and neighborhood programs. (M 8, 9, 10)
- Assist the City Council in allocating CDBG/HOME funding and monitor the use of these funds in compliance with Federal regulations. (M 11)
- Maintain the efficiency of the City's plan review and permit system and building fire life safety inspection elements of the City's development review process, while integrating the requirements of City departments and other public agencies with the customer's needs. (M 12, 13, 14)

---

## COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

---

### MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Manage development activity while ensuring quality development that is sensitive to community goals and consistent with City standards and continue to streamline the development review process.
- Implement service level modifications as a result of budget reductions.
- Implement high-priority Housing Element actions.
- Undertake the review of the Toll Brothers proposal for the Mayfield site (Precise Plan, environmental review and project).
- Continue participation in the implementation of NASA/Ames Development Plan environmental planning and review process.
- Assist with the development of Cuesta Park Master Plan.
- Implement Council action on a permanent Historic Preservation Ordinance.
- Prepare Americana Precise Plan amendments and review of the proposed development for the Camino Medical Group.
- Assist in the design for the California/Bryant Parking Structure.
- Prepare design guidelines for rowhouse development.
- Review redevelopment of El Camino Hospital.
- Coordinate private development from design review through construction, including the following major projects:
  - Palo Alto Medical Foundation Campus.
  - North Bayshore tenant improvements.
  - Lovewell/Air Products redevelopment.
  - Moffett, Middlefield military housing.
  - Avenidas senior day health care.
  - Efficiency studios project.
  - Mayfield site.
  - Whisman Station expansion.
  - Costco expansion.
  - BMW expansion.
  - Mountain View Hotel renovation and other downtown projects.
- Support code enforcement efforts.
- Review Charleston East—removal of nonprofit use reference.
- Review Moffett Boulevard/Highway 101 gateway property planning.

---

## COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

---

- Continue support of the Downtown Committee and downtown initiatives, including implementation of a downtown retail recruitment and marketing strategy.
- Implement a City-wide economic development strategy/economic development plan.
- Continue management of the efficiency studio project by assisting with project funding and construction permits and monitoring prevailing wage and tenant selections.
- Prepare Fiscal Years 2005-2010 Consolidated Plan.
- Develop strategies for the use of the City's affordable housing funds to meet regulatory requirements.
- Implement Phase I NPDES requirements concerning storm water runoff and complete development of Phase II NPDES requirements for properties less than one acre.

### PERFORMANCE/WORKLOAD MEASURES

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
<b>Planning:</b>					
1. Percent of time that staff analysis and recommendation on General Plan or rezoning applications are completed within the established schedule	>80%	100%	>80%	100%	>80%
2. Number of public policy issues (Agenda and Major Research items) researched for Planning Commission and Council meetings	30	32	15	20	Discontinued (see M 3)
3. Number of Advance Planning projects:				New for FY 2004-05	
• Ongoing major projects (requiring EPC and/or Council action)					4
• New minor projects					5
4. Land use applications processed by:					
• City Council	5	14	5	23	8
• Zoning Administrator	35	52	35	68	40
• Development Review Committee	85	62	85	129	85
• Over the counter	100	77	100	113	100
<b>Economic Development:</b>					
5. Percent of time corporate visits goal of 12 visits per year is met	>80%	80%	>80%	83.33%	>80%
6. Percent of businesses that generate major sales tax to the City per year visited by staff	>50%	35% <sup>(A)</sup>	>50%	60%	>50%

---

**COMMUNITY DEVELOPMENT  
DEPARTMENT SUMMARY**

---

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
7. Number of contacts with businesses interested in relocating or expanding in Mountain View	50	50	50	55	50
<b>Neighborhood Preservation:</b>					
8. Percent of mediation participants rating customer satisfaction level as "good" or higher	>80%	97%	>80%	89%	>80%
9. Percent of identified neighborhood areas included in neighborhood meetings sponsored by the Council Neighborhoods Committee	50%	50%	50%	50%	50%
10. Number of mediation requests handled	200	232	210	240	210
11. Percent of Federally funded contracts carried out in compliance with City and Federal requirements	100%	100%	100%	100%	100%
<b>Building Inspection:</b>					
12. Percent of time where City provides 24-hour building inspection response for those inspection requests received by 3:00 p.m. on weekdays	>95%	99%	>95%	98%	>95%
13. Percent of time that City meets five-day turnaround plan check for all Fast Track submittals that meet building inspection criteria	>90%	95%	>90%	95%	>90%
14. Construction permits issued	3,700	4,311	4,000	4,108	3,800

---

<sup>(A)</sup> Unmet goal due to limited availability of staffing and the focus on business retention of major corporations and the attraction of new businesses.

RG/BUD  
LHP-884-01^



**COMMUNITY DEVELOPMENT  
DEPARTMENT SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED	
Community Development Director	1	1	1	
Deputy Community Development Dir/Bldg & Sfty	1	1	1	
Administrative & Neighborhood Svcs Manager	1	1	1	
Planning Manager	0	0	1	*4
Economic Development Manager	1	1	1	
Principal Planner	1	1	1	
Zoning Administrator	1	1	0	*4
Senior Deputy Zoning Administrator	1	1	1	
Deputy Zoning Administrator	1	1	1	
Assistant Economic Development Manager	1	1	1	
Senior Building Inspector	2	2	2	
Senior Planner	4	3	3	*3
Building Inspector I/II	4	2	2	*1
Asst/Associate Planner	3	2	2	*2
Planning Aide	1	1	1	
Program Assistant	1	0	0	*3
Permit Technician	2	2	2	
Executive Assistant	1	1	1	
Secretary	3	3	3	
Office Assistant I/II	1	1	1	
Total Permanent	31	26	26	
Total Part-Time Hourly	0	0	0	
TOTAL POSITIONS	31	26	26	

\*1 Unfunded two Building Inspector I/II positions for FY 2002-03 and eliminated them in FY 2003-04.

\*2 Unfunded one Asst/Associate Planner position for FY 2002-03 and eliminated it in FY 2003-04.

\*3 Eliminated one Senior Planner position and the Program Assistant position.

\*4 Mid-year reclassification of the Zoning Administrator position to Planning Manager.

DEPARTMENT PROGRAMS	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Community Development Administration	\$ 385,173	421,063	441,633
Planning	1,117,408	1,109,626	1,301,201
Economic Development	1,142,781	1,324,717	1,388,543
Neighborhood Preservation	810,188	1,558,495	1,599,538
Building Inspection	1,457,365	1,367,643	1,379,601
	\$ 4,912,915	5,781,544	6,110,516

**COMMUNITY DEVELOPMENT  
DEPARTMENT SUMMARY**

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 2,648,696	2,928,968	3,018,328
Supplies and Other Services	1,632,809	2,145,442	2,247,488
Capital Outlay	0	0	10,000
Interfund Expenditures	631,410	707,134	834,700
TOTAL EXPENDITURES	<u>\$ 4,912,915</u>	<u>5,781,544</u>	<u>6,110,516</u>
<u>FUNDING SOURCES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Operating Fund	\$ 3,130,965	3,232,465	3,272,715
General Fund Reserve	112,880	0	158,000
Below Market Rate Housing Fund	0	0	35,000
Revitalization Authority	731,670	754,783	832,311
Parking District No.2	195,262	249,738	254,042
Grants Fund	625,216	1,336,980	1,340,427
Shoreline Reg Park Community	116,922	207,578	218,021
TOTAL FUNDING	<u>\$ 4,912,915</u>	<u>5,781,544</u>	<u>6,110,516</u>
<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Licenses & Permits	\$ 1,588,382	1,259,620	1,558,837
Federal Intergovernmental Revenue	1,066,472	1,336,980	1,314,333
General Service Charges	1,017,314	738,216	1,166,369
Miscellaneous Revenue	370	50,000	50,000
TOTAL REVENUES	<u>\$ 3,672,538</u>	<u>3,384,816</u>	<u>4,089,539</u>

---

## NOTES

(This page left intentionally blank)

---

---

## COMMUNITY DEVELOPMENT—ADMINISTRATION

### PROGRAM SUMMARY

---

#### PROGRAM MANAGER—COMMUNITY DEVELOPMENT DIRECTOR

#### PROGRAM MISSION STATEMENT

To provide policy and program direction, general management and support to advance planning, economic development, current planning, neighborhood preservation and building inspection, and implement policies established by the City Council and City administration.

#### PROGRAM FUNCTIONS

- Provide effective communication and coordination regarding planning issues to citizens, City Council, Environmental Planning Commission, Downtown Committee, Council Neighborhoods Committee and City departments.
- Establish and track goals, objectives, performance measures and priorities for each division within Community Development.
- Assure high performance standards and service levels to the public.
- Provide for effective interdepartmental and intradepartmental coordination.
- Develop and monitor the department budget.
- Promote department staff training and professional development.
- Maintain complete and accurate department records.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Manage development activity while ensuring quality development that is sensitive to community goals and consistent with City standards and continue to streamline the development review process.
- Implement service level modifications as a result of budget reductions.
- Continue efforts to improve public service and public information through the Development Services Center.
- Maintain procedural manuals for all positions in the Clerical Section.
- Support public art through the Visual Arts Committee.

RG/BUD  
LHP-884-02^

**COMMUNITY DEVELOPMENT - ADMINISTRATION  
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Community Development Director	1	1	1
Planning Aide	1	1	1
Executive Assistant	1	1	1
Total Permanent	3	3	3
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	3	3	3

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 313,121	356,944	374,014
Supplies and Other Services	72,052	64,119	67,619
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 385,173	421,063	441,633

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Service Charges	\$ 60	0	150
TOTAL REVENUES	\$ 60	0	150

**COMMUNITY DEVELOPMENT - ADMINISTRATION  
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 259,564	303,514	314,143
Wages	6,800	0	0
Benefits	46,757	53,430	59,871
	<u>\$ 313,121</u>	<u>356,944</u>	<u>374,014</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 39,632	39,268 *1	39,268
Maintenance and Operations	178	286	286
Utilities	732	0	0
Professional/Technical Svcs	13,809	7,200 *2	7,200
Other Expenses	17,701	17,365 *3	20,865
	<u>\$ 72,052</u>	<u>64,119</u>	<u>67,619</u>

\*1 Includes decreased funding of \$12,000 for miscellaneous office supplies.

\*2 Includes decreased funding of \$7,400 for professional service contracts.

\*3 Includes decreased fundings of \$15,000 for the Visual Arts Program and \$11,000 for miscellaneous training, conference, and travel.

---

## COMMUNITY DEVELOPMENT—PLANNING PROGRAM SUMMARY

---

### PROGRAM MANAGER—PLANNING MANAGER

#### PROGRAM MISSION STATEMENT

To ensure quality development within our community by planning for and implementing long-term community land use and development objectives and by reviewing and approving projects that conform to City development regulations and are appropriate for the community.

#### PROGRAM FUNCTIONS

- Respond promptly to individual applications or Environmental Planning Commission/City Council-initiated General Plan and Zoning Ordinance amendments and precise plan changes.
- Provide support for the comprehensive planning efforts of citizens, City Council and the Environmental Planning Commission.
- Provide timely, professional assistance with the review of proposed subdivision applications and development applications for Development Review Committee and Zoning Administrator hearings.
- Provide zoning and planning information to the public in a timely, complete, accurate and courteous manner.
- Provide a foundation for long-range planning activities by maintaining comprehensive data bases on land use, demographics and economics.
- Interpret the Zoning Ordinance in a fair and consistent manner.
- Maintain the General Plan as the primary, long-range foundation for City planning policy decisions.
- Ensure appropriate City participation and representation in regional planning efforts.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Manage development activity while ensuring quality development that is sensitive to community goals and consistent with City standards and continue to streamline the development review process.
- Implement service level modifications as a result of budget reductions.
- Implement high-priority Housing Element actions.
- Undertake the review of the Toll Brothers proposal for the Mayfield site (Precise Plan, environmental review and project).
- Continue participation in the implementation of NASA/Ames Development Plan environmental planning and review process.
- Assist with the development of Cuesta Park Master Plan.

---

## COMMUNITY DEVELOPMENT—PLANNING PROGRAM SUMMARY

---

- Implement Council action on a permanent Historic Preservation Ordinance.
- Prepare Americana Precise Plan amendments and review of the proposed development for the Camino Medical Group.
- Assist with design of the California/Bryant Parking Structure.
- Prepare design guidelines for rowhouse development.
- Review redevelopment of El Camino Hospital.
- Coordinate private development from design review through construction, including the following major projects:
  - Palo Alto Medical Foundation Campus.
  - Lovewell/Air Products redevelopment.
  - Moffett, Middlefield military housing.
  - Avenidas senior day health care.
  - Mayfield site.
  - Whisman Station expansion.
  - Costco expansion.
  - Mountain View Hotel renovation and other downtown projects.
- Support code enforcement efforts.
- Review Charleston East—removal of nonprofit use reference.
- Review Moffett Boulevard/Highway 101 gateway property planning.
- Process General Plan and precise plan amendments and rezoning applications.
- Continue to update and improve division handouts and application materials for the Development Services Center, including the CEQA guidelines.

### MAJOR PROGRAM CHANGES

- General Fund Reserve:

Consulting Services (one-time expenditure)	\$125,000
Provides funding for contract planner to work on major development projects that will be fully cost recovered. <i>Maintains desired level of service.</i>	
Rowhouse Guidelines (one-time expenditure)	\$33,000
Provides funding for consultant to help design guidelines for the new rowhouse development. <i>Maintains desired level of service.</i>	

RG/BUD/LHP-884-03^



**COMMUNITY DEVELOPMENT - PLANNING  
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>	
Planning Manager	0	0	1	*3
Zoning Administrator	1	1	0	*3
Principal Planner	1	1	1	
Senior Deputy Zoning Administrator	1	1	1	
Deputy Zoning Administrator	1	1	1	
Senior Planner	3	2	2	*2
Asst/Associate Planner	3	2	2	*1
Secretary	1	1	1	
Total Permanent	11	9	9	
Total Part-Time Hourly	0	0	0	
TOTAL POSITIONS	11	9	9	

\*1 Unfunded one Asst/Associate Planner position for FY 2002-03 and eliminated it in FY 2003-04.

\*2 Eliminated one Senior Planner position.

\*3 Mid-year reclassification of the Zoning Administrator position to Planning Manager.

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 975,939	1,051,826	1,077,701
Supplies and Other Services	139,983	55,500	213,500
Capital Outlay	0	0	10,000
Interfund Expenditures	1,486	2,300	0
TOTAL EXPENDITURES	\$ 1,117,408	1,109,626	1,301,201

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Service Charges	\$ 129,628	47,960	295,250
TOTAL REVENUES	\$ 129,628	47,960	295,250

---

**COMMUNITY DEVELOPMENT - PLANNING  
PROGRAM SUMMARY**

---

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 825,413	878,646	891,324
Wages	0	0	0
Benefits	150,526	173,180	186,377
	<u>\$ 975,939</u>	<u>1,051,826</u>	<u>1,077,701</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 0	7,500	7,500
Maintenance and Operations	0	0	0
Utilities	117	0	0
Professional/Technical Svcs	139,866 *1	48,000 *2	48,000
Other Expenses	0	0	158,000 *3
	<u>\$ 139,983</u>	<u>55,500</u>	<u>213,500</u>

\*1 Includes one-time outside contract expenses.

\*2 Includes decreased fundings of \$10,000 for professional service contracts and \$8,000 for Environmental Planning Commission minutes.

\*3 Includes one-time fundings of \$125,000 for consulting services and \$33,000 for design services for rowhouse guidelines.

---

## NOTES

(This page left intentionally blank)

---

---

## COMMUNITY DEVELOPMENT—ECONOMIC DEVELOPMENT PROGRAM SUMMARY

---

### PROGRAM MANAGER—ECONOMIC DEVELOPMENT MANAGER

#### PROGRAM MISSION STATEMENT

To foster the City's continued economic health in order to maintain a desirable quality of life and a balanced community through a cooperative government atmosphere that helps businesses prosper and encourages businesses to become long-term partners in the community.

#### PROGRAM FUNCTIONS

- Manage and coordinate the Corporate Visitation Program.
- Retain existing businesses and attract new businesses throughout the City.
- Provide staff support to the Downtown Committee and subcommittees and the Visual Arts Committee.
- Help shape an economy with diverse employment choices.
- Secure revenues that support the community's quality of life.
- Foster public/private partnerships that promote community values and business success.
- Support and participate in State and regional economic development programs such as Caled, Joint Venture:Silicon Valley, Santa Clara County Manufacturing Group; continue coordination with local organizations such as the Chamber of Commerce; coordinate local economic development activities with regional programs; and maintain liaison with economic development functions in other local communities.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Implement service level modifications as a result of budget reductions.
- Assist in the design for the California/Bryant Parking Structure.
- Continue support of the Downtown Committee and downtown initiatives, including implementation of a downtown retail recruitment and marketing strategy.
- Implement a City-wide economic development strategy/economic development plan.
- Assist the City Manager's Office with the Moffett Federal Airfield and NASA Ames issues.
- Work with the City Manager's Office and the Public Works Department on the use of City-owned properties to assist in accomplishing community economic development goals.
- Facilitate the attraction and retention of businesses in Mountain View.

---

## COMMUNITY DEVELOPMENT—ECONOMIC DEVELOPMENT PROGRAM SUMMARY

---

- Establish and maintain high quality working relationships with major corporations in Mountain View and continue to implement the Corporate Visit Program.
- Increase promotion and marketing efforts in the North Bayshore Area.
- Identify properties with potential to attract sales tax producers and use the City's land use authority to accommodate these uses.
- Assist with developing options for the Vector Control site.

### MAJOR PROGRAM CHANGES

- General Operating Fund:

Transfer Economic Development Manager Time to Revitalization (.20) (\$27,000)

Reduces the allocation to the General Operating Fund and transfers 20 percent of the Economic Development Manager's time to the more appropriate funding source, Revitalization. *No service level impact.*

- Revitalization Authority Fund:

Consulting Services (one-time expenditure) \$50,000

Provides funding for a half-time contract planner to work on downtown projects and implementation of the ordinance requiring additional review of land use changes in the Downtown Precise Plan area. This continues funding for this project for an additional year.

Downtown Retail Recruitment Strategy (one-time expenditure) \$35,000

Provides additional funding for consultants to continue the downtown retail recruitment strategy. The downtown retail recruitment strategy began in Fiscal Year 2001-02 and was initially funded with \$50,000. In Fiscal Year 2003-04, an additional \$40,000 was approved to continue the efforts of downtown retail recruitment. One of the major goals of this strategy is to attract and diversify retailers in the downtown. During the past two years, the consultant has initiated contacts with various downtown property and business owners and assisted with the preparation of marketing materials to promote the downtown to potential real estate brokers and retailers. This funding would continue these efforts for Fiscal Year 2004-05.

Transfer Economic Development Manager Time to Revitalization (.20) \$27,000

Transfers 20 percent of the Economic Development Manager's time from the General Operating Fund to more appropriately reflect the Manager's time allocation. *No service level impact.*

---

## COMMUNITY DEVELOPMENT—ECONOMIC DEVELOPMENT PROGRAM SUMMARY

---

Five-Year Plan Update (one-time expenditure) \$20,000

Provides funding to prepare a five-year implementation plan required under California Redevelopment Law and due by May 2005. The plan includes a review of goals and objectives of the Authority, specific programs, including potential projects and estimated expenditures proposed to be made during the next five years in the project area, and an explanation of how these programs have reduced/eliminated blight. The last plan was adopted by the City Council/Authority in May 2000.

- Shoreline Regional Park Community Fund:

Business Recruitment (one-time expenditure) \$25,000

Rebudgets one-time funding for a consultant to assist with business recruitment and retention in the North Bayshore area. The consultant will work with property owners and the brokerage community to market the North Bayshore area to businesses and corporations. Staff and the consultant will also create and maintain a listing of vacant space available in this area. This vacancy listing would be updated quarterly and distributed to real estate brokers, prospective tenants and be incorporated into the City's web site.

RG/BUD  
LHP-884-04^

**COMMUNITY DEVELOPMENT - ECONOMIC DEVELOPMENT  
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Economic Development Manager	1	1	1
Assistant Economic Development Manager	1	1	1
Secretary	0.50	0.50	0.50
Total Permanent	2.50	2.50	2.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	2.50	2.50	2.50

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 199,555	303,833	323,293
Supplies and Other Services	324,443	329,250	346,050
Capital Outlay	0	0	0
Interfund Expenditures	618,783	691,634	719,200
TOTAL EXPENDITURES	\$ 1,142,781	1,324,717	1,388,543

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Licenses & Permits	\$ 67,109	66,270	71,200
General Service Charges	158,597	158,606	158,606
Miscellaneous Revenue	71	0	0
TOTAL REVENUES	\$ 225,777	224,876	229,806

---

**COMMUNITY DEVELOPMENT - ECONOMIC DEVELOPMENT  
PROGRAM SUMMARY**

---

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 162,495	250,695	262,247
Wages	0	0	0
Benefits	37,060	53,138	61,046
	<u>\$ 199,555</u>	<u>303,833</u>	<u>323,293</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 6,043	24,500	24,500
Maintenance and Operations	21,731	11,100	11,100
Utilities	41,587	42,150	43,950
Professional/Technical Svcs	80,617	116,400 *2	116,400
Other Expenses	174,465 *1	135,100 *3	150,100 *4
	<u>\$ 324,443</u>	<u>329,250</u>	<u>346,050</u>

\*1 Includes rebudgets of \$150,000 for phase II of the Downtown Precise Plan update, \$31,200 for downtown studies, \$32,200 for downtown retail recruitment strategies and \$16,700 for downtown appraisals.

\*2 Includes decreased funding of \$15,000 for professional service contracts.

\*3 Includes one-time fundings of \$50,000 for consulting services, \$40,000 for Downtown retail recruitment strategy and \$25,000 for business recruitment.

\*4 Includes one-time fundings of \$50,000 for consulting services, \$35,000 for Downtown retail recruitment strategy, \$25,000 for business recruitment and \$20,000 for the Five-Year Plan update.



---

## COMMUNITY DEVELOPMENT—NEIGHBORHOOD PRESERVATION PROGRAM SUMMARY

---

### PROGRAM MANAGER—ADMINISTRATIVE AND NEIGHBORHOOD SERVICES MANAGER

#### PROGRAM MISSION STATEMENT

To promote community participation, improve neighborhoods, facilitate the development of affordable housing and administer community programs.

#### PROGRAM FUNCTIONS

- Manage affordable housing programs that include the Below-Market-Rate (BMR) program, new affordable housing projects and oversight of Federally subsidized units.
- Provide staff support to the Council Neighborhoods Committee (CNC) and neighborhood programs.
- Assist the City Council in allocating CDBG/HOME funding and monitor the use of these funds in compliance with Federal regulations.
- Prepare and maintain a comprehensive plan for housing and services for low-income residents.
- Coordinate and monitor the City Volunteer Mediation Program.
- Encourage participation in the community by promoting neighborhood associations and other activities designed to increase community pride and appearance.
- Provide department administrative support in personnel recruitments, budget preparation, Council goals and performance measures.
- Provide public information on affordable housing, public services and neighborhood issues.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Implement service level modifications as a result of budget reductions.
- Implement high-priority Housing Element actions.
- Continue management of the efficiency studios project by assisting with project funding and construction permits and monitoring prevailing wage and tenant selections.
- Prepare Fiscal Years 2005-2010 Consolidated Plan.
- Develop strategies for the use of the City's affordable housing funds to meet regulatory requirements.
- Work with the Housing Authority to administer the Below-Market-Rate (BMR) program and monitor new development to ensure that the required BMR units or in-lieu payments are provided.

---

## COMMUNITY DEVELOPMENT—NEIGHBORHOOD PRESERVATION PROGRAM SUMMARY

---

- Develop amendments to the BMR Guidelines based on experience implementing the program.
- Ensure that City Council-approved and CDBG/HOME-funded human service contracts and capital projects (i.e., 16 to 18 annually) are carried out in compliance with City and Federal requirements.
- Continue to implement the Neighborhood Preservation Strategy by maintaining an open dialogue with community residents and neighborhood associations about ways to improve community livability and by updating public information.
- Administer the Council Neighborhoods Committee Fiscal Year 2004-05 neighborhood grants.
- Provide staff support for the Council Neighborhoods Committee's three annual neighborhood meetings and mobile home park issues, if required, and prepare action plans that respond to neighborhood comments at these meetings.
- Carry out and monitor outreach activities to inform residents about subsidized housing availability and implement the City's affirmative marketing policy.

### MAJOR PROGRAM CHANGES

- BMR Housing Fund:

Consolidated Plan for HUD (one-time expenditure)

\$35,000

Provides funding to prepare the Consolidated Plan. The Consolidated Plan is a comprehensive planning document that identifies the City's overall needs for affordable housing, nonhousing community development activities and outlines a five-year strategy to address the identified needs. The U.S. Department of Housing and Urban Development (HUD) requires Consolidated Plans to be updated every five years in order for cities to remain eligible for CDBG/HOME funds. This update would include 2000 Census data and would cover the years 2005-2010. The total cost is estimated to be \$45,000, of which \$10,000 will be paid from the CDBG/HOME budget.

RG/BUD  
LHP-884-06^

---

**COMMUNITY DEVELOPMENT - NEIGHBORHOOD PRESERVATION  
PROGRAM SUMMARY**

---

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Administrative & Neighborhod Srvc Mgr	1	1	1
Senior Planner	1	1	1
Secretary	0.50	0.50	0.50
Total Permanent	2.50	2.50	2.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	2.50	2.50	2.50

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 280,707	299,102	312,399
Supplies and Other Services	529,481	1,259,393	1,183,139
Capital Outlay	0	0	0
Interfund Expenditures	0	0	104,000
TOTAL EXPENDITURES	\$ 810,188	1,558,495	1,599,538

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Federal Intergovernmental Revenue	\$ 1,066,472	1,336,980	1,314,333
Miscellaneous Revenue	299	50,000	50,000
TOTAL REVENUES	\$ 1,066,771	1,386,980	1,364,333

---

**COMMUNITY DEVELOPMENT - NEIGHBORHOOD PRESERVATION  
PROGRAM SUMMARY**

---

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 236,992	248,389	258,444
Wages	368	0	0
Benefits	43,347	50,713	53,955
	<u>\$ 280,707</u>	<u>299,102</u>	<u>312,399</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 7,254	9,200	9,200
Maintenance and Operations	0	165	165
Utilities	0	0	0
Professional/Technical Svcs	509,181	1,231,028 *1	1,119,774
Other Expenses	13,046	19,000 *2	54,000 *3
	<u>\$ 529,481</u>	<u>1,259,393</u>	<u>1,183,139</u>

\*1 Includes change in CDBG funding.

\*2 Includes decreased funding of \$10,000 for professional service contracts.

\*3 Includes one-time funding of \$35,000 for the Consolidated Plan for HUD.

---

## COMMUNITY DEVELOPMENT—BUILDING INSPECTION PROGRAM SUMMARY

---

### PROGRAM MANAGER—DEPUTY COMMUNITY DEVELOPMENT DIRECTOR/BUILDING AND SAFETY

#### PROGRAM MISSION STATEMENT

To safeguard the health, safety and welfare of the community by enforcing applicable Building Codes, Fire Codes and ordinances and furnishing building-related technical support and service.

#### PROGRAM FUNCTIONS

- Maintain the efficiency of the City's plan review and permit system and building fire life safety inspection elements of the City's development review process, while integrating the requirements of City departments and other public agencies with the customer's needs.
- Create and maintain programs and procedures that provide the highest level of customer service.
- Provide clear, accurate and timely building and fire life safety related information to the City Council, developers, citizens and coworkers.
- Ensure that user fees accurately reflect the cost of building and fire inspection services.
- Ensure the welfare of the community by inspecting all buildings for compliance with all applicable codes, ordinances and laws.
- Check building and fire life safety system plans in a timely manner for conformance with appropriate codes, ordinances and laws.
- Monitor permit applicants' qualifications and insurance coverage.
- Develop and maintain productivity and professionalism for division personnel through continuous training and participation in code enforcement and professional organizations.
- Provide required reports to County, State and Federal agencies.
- Provide technical assistance on capital improvement projects.
- Provide technical and professional support for the City's code enforcement policies and efforts.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Manage development activity to ensure that quality developments meet City conditions and are sensitive to community quality of life issues, by continuing to monitor workload levels and the organizational development review process.
- Implement service level modifications as a result of budget reductions.

---

## COMMUNITY DEVELOPMENT—BUILDING INSPECTION PROGRAM SUMMARY

---

- Coordinate private development from design review through construction, including the following major projects:
  - Palo Alto Medical Foundation Campus.
  - North Bayshore tenant improvements.
  - El Camino Hospital redevelopment.
  - Lovewell/Air Products redevelopment.
  - Moffett, Middlefield military housing.
  - Avenidas senior day health care.
  - Senior Center facilities.
  - Efficiency studios project.
  - Mayfield site.
  - Whisman Station expansion.
  - Costco expansion.
  - BMW expansion.
  - Mountain View Hotel renovation and other downtown projects.
- Implement Phase I NPDES requirements concerning storm water runoff and complete development of Phase II NPDES requirements for properties less than one acre.
- Provide support to the City's code enforcement efforts in mitigating key blighted properties and preparing them for redevelopment.
- Complete development and implementation of the E-permit Internet-based permit issuance and inspection scheduling enhancements.
- Maintain the building inspection web site as a public access system to City building and fire inspection services.
- Support regional efforts to streamline and standardize the development review and code enforcement process as part of the State's 2004 code adoption and amendment process.
- Develop enhancements and improvements in the administrative process, public information systems and customer service delivery levels in the Development Services Center to mitigate the impacts of the City's budget reduction strategy.
- Manage, develop and implement enhancements to current Building Division systems and processes to maintain correct levels of customer service, communication and delivery of services to the public and business community.
- Develop a process analysis and technology replacement strategy for the planning module to the MVPS permit system in conjunction with the Planning Division in the Community Development Department.

RG/BUD  
LHP-884-07^

**COMMUNITY DEVELOPMENT - BUILDING INSPECTION  
PROGRAM SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED
Deputy Community Development Dir/Bldg & Sfty	1	1	1
Senior Building Inspector	2	2	2
Building Inspector I/II	4 *1	2 *1	2
Program Assistant	1	0 *3	0
Permit Technician	2	2	2
Secretary	1	1	1
Office Assistant I/II	1	1	1
Total Permanent	12	9	9
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	12 *2	9 *4	9 *4

\*1 Unfunded two Building Inspector I/II positions in FY 2002-03 and eliminated them in FY 2003-04.

\*2 In addition, there are two Fire Protection Engineer positions budgeted in the Fire Department, but located in the Building Inspection Division.

\*3 Eliminated the Program Assistant position.

\*4 In addition, there is one Fire Protection Engineer position budgeted in the Fire Department, but located in the Building Inspection Division.

EXPENDITURE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Salaries Wages and Benefits	\$ 879,374	917,263	930,921
Supplies and Other Services	566,850	437,180	437,180
Capital Outlay	0	0	0
Interfund Expenditures	11,141	13,200	11,500
TOTAL EXPENDITURES	\$ 1,457,365	1,367,643	1,379,601

REVENUE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
General Licenses & Permits	\$ 1,521,273	1,193,350	1,487,637
General Service Charges	729,029	531,650	712,363
TOTAL REVENUES	\$ 2,250,302	1,725,000	2,200,000

**COMMUNITY DEVELOPMENT - BUILDING INSPECTION  
PROGRAM SUMMARY**

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 706,944	749,663	748,450
Wages	27,335	0	0
Benefits	145,095	167,600	182,471
	<u>\$ 879,374</u>	<u>917,263</u>	<u>930,921</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 30,246	22,325	22,325
Maintenance and Operations	3,754	2,000	2,000
Utilities	7,093	20,000	20,000
Professional/Technical Svcs	512,199	385,000 *1	385,000
Other Expenses	13,558	7,855 *2	7,855
	<u>\$ 566,850</u>	<u>437,180</u>	<u>437,180</u>

\*1 Includes decreased fundings of \$193,000 for outside building plan check and inspection services and \$30,000 for permit system development.

\*2 Includes decreased funding of \$9,500 for training, conference, and travel.



---

## **NOTES**

(This page left intentionally blank)

---

# PUBLIC WORKS DEPARTMENT

The Public Works Department plans, designs, reviews, constructs, operates, maintains and improves the City's infrastructure, facilities, utilities, property and equipment and provides other services, including solid waste management, traffic engineering and private development permits.

## ADMINISTRATION

Administration manages the department by providing leadership, policy development, administrative and technical support, career development and training opportunities.

## TRANSPORTATION AND PROPERTY SERVICES DIVISION

The Transportation and Property Services Division consists of Transportation Management, Property Management and Solid Waste Management. Transportation also provides clerical services for the Engineering Division.

Transportation Management reviews, analyzes and evaluates City and regional transportation issues, studies, programs and policies which impact the City, developing recommendations for improvements. Transportation Management is the liaison and advocate for City positions with County, regional and State agencies involved in transportation planning and provides support to the Council Transportation Committee and the Bicycle/Pedestrian Advisory Committee. This group also coordinates and submits requests for Public Works Department grants.

Property Management manages appraisals, sales and acquisitions of City property.

Solid Waste Management develops and implements residential/commercial waste reduction and recycling programs and manages waste disposal and SMaRT Station® recycling contracts.

## ENGINEERING DIVISION

The Engineering Division consists of Construction Engineering, Design Engineering, Capital Projects, Traffic Engineering and Operations.

Construction Engineering performs inspections for compliance with plans, specifications, regulations, ordinances and policies pertaining to capital projects and off-site private developments.

Design Engineering prepares or reviews engineering studies, surveys, designs, specifications and contract documents for the construction of public works projects.

Capital Projects plans, directs and coordinates the design and overall management of major capital projects and studies in the City's capital improvement program involving multiple design disciplines.

Traffic Engineering plans, designs and implements traffic operational improvements for the safe and convenient movement and circulation of vehicles, bicycles and pedestrians within the City. Traffic Engineering also maintains traffic-related records such as accidents, counts and speeds, and conducts surveys and studies necessary to analyze traffic situations.

Operations establishes development conditions for approval and reviews the accuracy and completeness of private development plans, specifications, plats, maps, property descriptions and engineering calculations submitted for City approval. Operations also assists developers, consultants, engineers and the public in complying with Public Works Department conditions.

# PUBLIC WORKS DEPARTMENT (CONT.)

## **BUSINESS AND INTERNAL SERVICES DIVISION**

The Business and Internal Services Division consists of Facilities Maintenance, Fleet Services, Administration, Safety, and Geographic and Management Information Systems.

Facilities provides safe, clean and reliable facilities for employees and their clients. The program maintains, inspects and improves buildings to comply with regulations, minimize operational and ownership costs, and maximize building life.

Fleet Services provides safe, reliable, economical, and high-quality vehicles and equipment to City departments. This program performs vehicle and equipment services to comply with regulations, minimize operational and ownership costs, and maximize safety and equipment life. Fleet Services also maintains the City's inventory of alternative fuel vehicles.

Administration provides operating and capital project budget development and financial reporting services, contract management, and energy management and alternative energy development. Administration also manages customer service programs, including graffiti abatement, shopping cart retrieval and water customer service responses. This section also provides emergency response planning for Public Works.

Safety manages the occupational safety program for the Public Works and Community Services Departments, including accident and illness prevention and coordinates workplace safety training.

Geographic and Management Information Systems provides system development and maintenance services to Public Works.

## **PUBLIC SERVICES DIVISION**

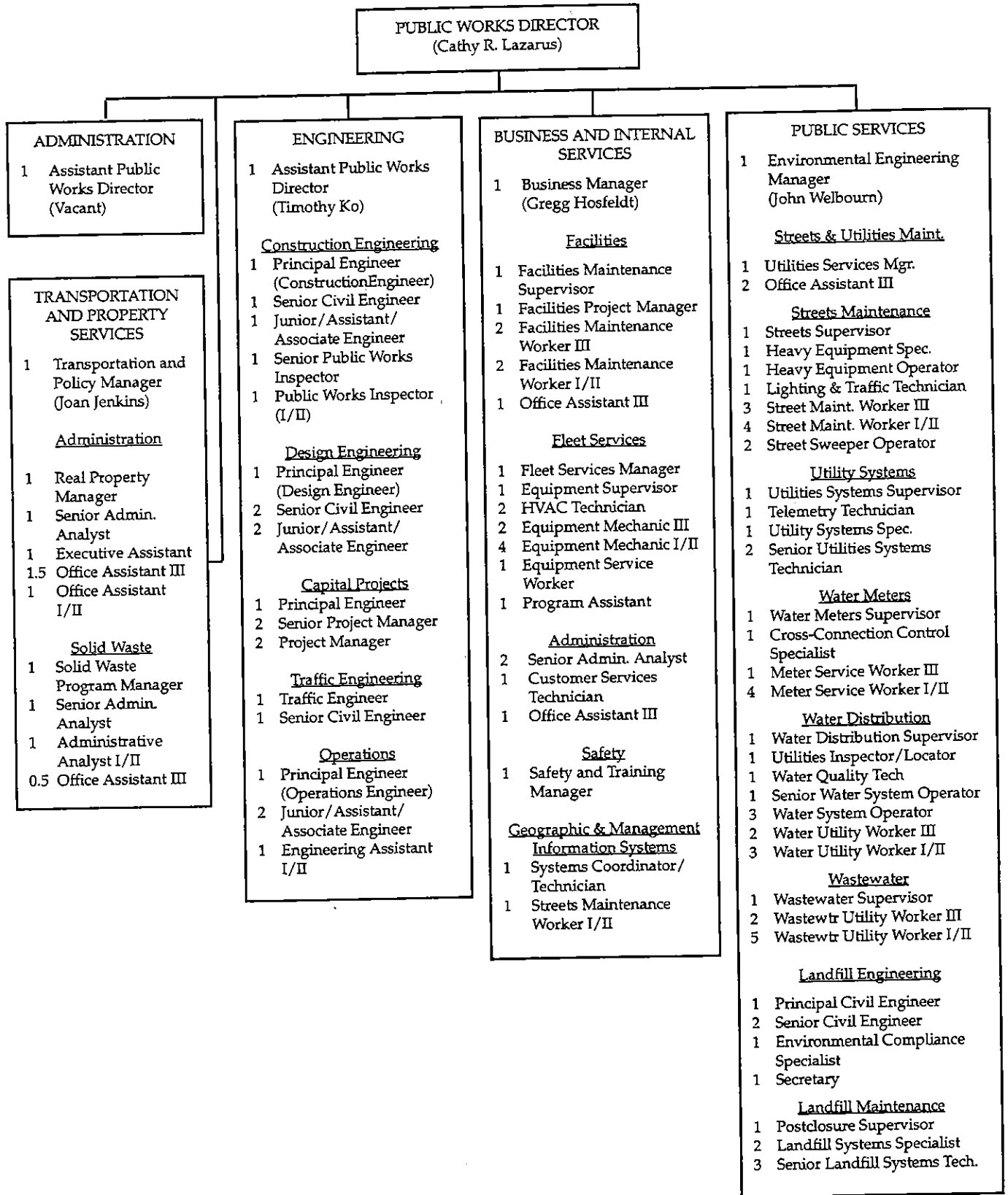
The Public Services Division consists of Street Maintenance, Utilities Maintenance and Landfill Engineering and Maintenance.

Street Maintenance maintains and repairs the City's improved and unimproved streets, sidewalks, curbs and gutters, bikeways, public parking lots and parking lots at City facilities. Street Maintenance also maintains the striping and markings on streets, curbs and public parking lots and installs, maintains and repairs City street signs and streetlights.

Utilities Maintenance manages the City's water and wastewater systems. The Water Utility Section installs, operates and maintains the equipment and facilities to distribute 12.0 million gallons of water per day to 16,000 customers in the Mountain View service area. The Wastewater Utility Section installs, operates and maintains the sanitary sewer and storm drain systems. Sanitary sewer activities include installing sewer laterals, cleanouts and connections, clearing sewer blockages, and pumping sewage to the Palo Alto Regional Water Quality Control Plant. Storm drain activities include cleaning storm lines and catch basins, maintaining City retention basins and operating pump stations.

Landfill Engineering and Maintenance is responsible for the design and permitting of all landfill postclosure systems and ensuring the regulatory guidelines for landfill maintenance and other Public Services programs are met. This program administers capital improvement and miscellaneous engineering projects and also maintains the landfill cap and operates the leachate and gas extraction systems.

# PUBLIC WORKS DEPARTMENT



FISCAL YEAR 2004-05 POSITION TOTALS: 121.0 Full-Time

---

## PUBLIC WORKS DEPARTMENT SUMMARY

---

### DEPARTMENT MANAGER—PUBLIC WORKS DIRECTOR

#### DEPARTMENT MISSION STATEMENT

Plan, design, review, construct, operate, maintain and improve the City's infrastructure, facilities, utilities, property and equipment.

#### DEPARTMENT FUNCTIONS

- Represent the City's interest in local and regional public works studies and projects, and encourage the highest design and environmental quality in public and private improvements.
- Manage the acquisition, lease and disposal of City real property. (M 1)
- Meet State-mandated solid waste landfill diversion goals by maximizing commercial and residential recycling. (M 4)
- Represent the City in matters relating to, and provide for, solid waste collection and disposal. (M 5)
- Prepare the City's annual Capital Improvement Program and assist other departments with project planning and proposals.
- Implement the City's annual Capital Improvement Program. (M 6, 7, 8)
- Review, evaluate and regulate private and public development and construction in conformance with the City's General Plan, ordinances and policies. (M 9)
- Provide for safe, efficient and convenient circulation of vehicles, bicycle and pedestrian traffic within the community. (M 10, 11)
- Deliver quality responsive customer service and furnish clear, accurate and timely information to citizens, the City Council and City departments. (M 2, 12, 26, 27)
- Manage department customer service programs, including shopping cart collection and graffiti abatement. (M 13, 14)
- Manage occupational safety programs and practices in the Public Works and Community Services Departments. (M 15, 16, 17)
- Maintain and improve City buildings. (M 19, 20, 21)
- Procure and maintain the City's vehicle and equipment fleet. (M 22, 23, 24, 25)
- Plan, operate and maintain potable and blended water supply and distribution systems. (M 28)
- Plan, operate and maintain wastewater collection and discharge systems. (M 29)
- Plan and maintain public streets, sidewalks, parking lots and streetlight systems. (M 30, 31, 32)

---

## PUBLIC WORKS DEPARTMENT SUMMARY

---

- Maintain the cap/leachate/gas extraction systems for the City's closed landfills.
- Meet all applicable Federal, State and local regulations for water and wastewater system operations and landfill maintenance. (M 33, 34)

### MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Implement organizational and operational changes resulting from approved budget reductions.
- Manage the construction of the Graham Reservoir and field improvements in coordination with the Mountain View-Whisman School District.
- Coordinate the City's involvement with the Hetch-Hetchy water system rehabilitation.
- Continue to work with the Santa Clara Valley Transportation Authority (VTA) on the Route 85/U.S. 101 interchange improvement construction.
- Monitor Foothill Disposal Company's implementation of fully automated residential garbage collection (2003-07).
- Complete the new Senior Center design in coordination with the Community Services Department.
- Continue implementing the Senior Center/Community Center Master Plan, including a new Senior Center and a senior day health-care facility.
- Complete construction of the new Miramonte Reservoir.
- Prepare the Fiscal Year 2005-06 Capital Improvement Program.
- Complete the feasibility study of the Permanente Creek pedestrian/bike overcrossing of U.S. 101.
- Begin design of the Stevens Creek Trail from Yuba Drive through El Camino Real.
- Work with Alza Corporation to coordinate the installation of a landfill gas-based electricity production system at Alza's North Bayshore site.
- Manage the design and environmental review process of the Shoreline Sailing Lake water supply project.
- Oversee the design and environmental review process of the proposed reclaimed water distribution project.

---

**PUBLIC WORKS  
DEPARTMENT SUMMARY**

---

PERFORMANCE /WORKLOAD MEASURES

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
<b>Transportation and Property Services:</b>					
1. Percent of inquiries for the sale, lease, temporary use or purchase of City-owned land responded to within 24 hours	>95%	98%	>95%	100%	>95%
2. Within 2 weeks elapsed time, return the land value of parcels submitted to the Land Development Engineer for development permits to enable the calculation of park land dedication fees		New for FY 2003-04	>90%	100%	>90%
3. Average cost of recycling per ton of material versus cost to dispose	<150%	98%	<150%	101%	Discontinued (A)
4. Percent of refuse diverted from landfill	>50%	50%	>50%	51%	>50%
5. Percent of solid waste complaints/requests resolved to complainant's/customer's satisfaction	>95%	99%	>95%	99%	>95%
<b>Engineering:</b>					
6. Percent of construction projects completed with less than 10.0% time increase over the original contract award	>75%	78%	>75%	80%	>75%
7. Percent of construction projects accepted where the final cost is within 10.0% of the original contract cost (including contingencies)	>85%	100%	>85%	100%	>85%
8. Percent of completed construction projects for which inspection cost is not greater than 15.0% of the project's construction costs	>85%	100%	>85%	100%	>85%
9. Percent of time all tentative maps and private development applications are reviewed within the departmental standard review time	>85%	97%	>85%	88%	>85%
10. Percent of reported traffic signal complaints to outside contractor investigated within 24 hours of their receipt	>90%	100%	>90%	97%	>90%

---

**PUBLIC WORKS**  
**DEPARTMENT SUMMARY**

---

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
11. Percent of citizen traffic concerns processed through the Neighborhood Traffic Management Program (NTMP) within 16 weeks from the time an inquiry is received	>90%	100%	>90%	100%	>90%
<b>Business and Internal Support Services:</b>					
12. Percent of contracts and agreements sent to contractors/consultants four working days from the date of Council approval or date "final" agreement was prepared	>95%	100%	>95%	100%	>95%
13. Percent of graffiti removed from public right-of-way within 3 days of report	>90%	98%	>90%	95%	>90%
14. Removal of graffiti on public right-of-way (number of assignments)	300	374	300	357	<500
15. Number of injuries and illnesses	<15	10	<15	10	<15
16. Number of medical-only cases	<9	8	<9	8	<9
17. Number of cases where individuals lost more than 3 days of work (indemnity cases)	<6	2	<6	2	<6
18. Percent of Facilities' hours spent on unscheduled work	<15%	5%	<15%	35% <sup>(B)</sup>	Discontinued (see M 19)
19. Percent of Facilities' preventable maintenance work orders more than 30 days overdue				New for FY 2004-05	<10%
20. Percent of Facilities' work orders classified as emergency or urgent repairs	<10%	5.8%	<10%	2.9%	<10%
21. Percent of completed Facilities' work orders requiring corrective action	<0.5%	1%	<0.5%	0.3%	<5%
22. Percent of Fleet's preventive maintenance completed on schedule	>98%	96%	>95%	80% <sup>(C)</sup>	>95%
23. Percent of time frontline fleet units are available (Public Services and Community Services field vehicles)	>98%	95% <sup>(D)</sup>	>95%	80% <sup>(E)</sup>	>90%
24. Percent of time frontline fleet units are available (Police and Fire emergency units)	>98%	90% <sup>(F)</sup>	>95%	90% <sup>(E)</sup>	>90%



---

**PUBLIC WORKS  
DEPARTMENT SUMMARY**

---

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
25. Number of road calls/emergency repair requests (Fleet)	<80	35	<80	58	<80
<b>Public Services:</b>					
26. Percent response time standards met for various utility customer service requests	>90%	95%	>90%	90%	>90%
27. Number of water quality complaints (taste, odor, colored water, low pressure)	<110	68	<110	154 <sup>(C)</sup>	<110
28. Number of water main breaks	<6	9 <sup>(H)</sup>	<6	4	<6
29. Number of sewer main blockages	<40	32	<40	37	<40
30. Percent of sweeping routes completed on schedule	>85%	92%	>85%	90%	>85%
31. Pavement condition index for asphalt (Metropolitan Transportation Commission rating scale of 0-100, 70-100 being very good)	>75	77	>75	77	>75
32. Number of sidewalk complaints received	<24	22	<50	138 <sup>(I)</sup>	<100
33. Number of written emergency reports and notifications to regulatory agencies	0	0	0	0	0
34. Percent of regulatory repairs submitted on time	100%	100%	100%	100%	100%

---

<sup>(A)</sup> Measure discontinued as intent of measure is more accurately reflected in Measure 4.

<sup>(B)</sup> Staffing levels are not sufficient to provide routine maintenance.

<sup>(C)</sup> Holiday, sick, vacation and furlough reduced available staff time. A number of routine preventative maintenances were deferred until after the holidays in the second quarter. A reduction in fleet staffing during the fourth quarter (due to a vacancy) impacted turnaround time, and priority was given to Public Safety units.

<sup>(D)</sup> Reduced staffing during the holidays and vehicles requiring extensive maintenance contributed to the increased downtime of fleet units.

<sup>(E)</sup> Major repairs and accident damage reduced availability. Also, a reduction in fleet staffing during the fourth quarter (due to a vacancy) impacted turnaround time, and priority was given to Public Safety units.

<sup>(F)</sup> Three Police units out of service during the second quarter as a result of damage. Two of these were held as evidence. Also, two fire pumpers were down between two to four weeks to perform engine maintenance and fire damage repair. A back-up pumper was placed in service.

<sup>(G)</sup> Maintenance was performed to the Hetch-Hetchy water system and flow was supplemented with well water. Quality complaints were mostly due to turbidity of the water and an algae bloom that occurred in the San Francisco water source.

---

**PUBLIC WORKS  
DEPARTMENT SUMMARY**

---

- <sup>(H)</sup> Greater than target in part due to a delay in the water main replacement program.
- <sup>(I)</sup> The Streets Section averages about 800 to 1,300 unscheduled "trip and fall" sidewalk repairs each year. Most are handled before a complaint is received. Holiday, sick and vacation time reduced staff time to respond to sidewalk issues before a complaint is received.

GAH/BUD  
LHP-761-01^

**PUBLIC WORKS  
DEPARTMENT SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED	
Public Works Director	1	1	1	
Assistant Public Works Director	2	2	2	
Transportation and Policy Manager	1	1	1	
Business Manager	1	1	1	
Environmental Engineering Manager	1	1	1	
Utilities Services Manager	1	1	1	
Streets and Landfill Maintenance Manager	1	0	0	*4
Fleet Services Manager	1	1	1	
Facilities Services Manager	1	1	0	*8
Safety and Training Manager	1	1	1	
Solid Waste Program Manager	1	1	1	
Real Property Manager	1	1	1	
Capital Program Manager	1	0	0	*4
Principal Civil Engineer	4	5	5	*5
Senior Civil Engineer	8	6	6	*5
Senior Project Manager	2	2	2	
Traffic Engineer	1	1	1	
Project Manager	3	2	2	*1 *4
Facilities Project Manager	1	1	1	
Senior Administrative Analyst	4	4	4	
Utilities Systems Supervisor	1	1	1	
Water Meters Supervisor	1	1	1	
Water Distribution Supervisor	1	1	1	
Wastewater Supervisor	1	1	1	
Postclosure Supervisor	1	1	1	
Streets Supervisor	2	1	1	*4
Equipment Maintenance Supervisor	1	1	1	
Facilities Maintenance Supervisor	1	0	1	*4 *8
Jr/Asst/Associate Engineer (Civil)	6	5	5	*2 *2/4/5
Administrative Analyst I/II	2	1	1	*4
Environmental Compliance Specialist	1	1	1	
Engineering Assistant III	1	0	0	*2
Engineering Assistant I/II	2	2	1	*9
Senior Public Works Inspector	1	1	1	
Public Works Inspector I/II	2	1	1	*3 *4
Utilities Inspector/Locator	1	1	1	
Water Quality Technician	1	1	1	
Telemetry Technician	1	1	1	
Subtotal Permanent	64	54	53	

**PUBLIC WORKS  
DEPARTMENT SUMMARY**

<u>POSITIONS CONTINUED</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>	
Balance Forward	64	54	53	
Lighting and Traffic Technician	1	1	1	
HVAC Technician	2	2	2	
Utility Systems Specialist	1	1	1	
Senior Utilities Systems Technician	2	2	2	
Landfill System Specialist	2	2	2	*10
Senior Water System Operator	1	1	1	
Heavy Equipment Specialist	2	1	1	*2
Senior Landfill System Technician	3	3	3	*11
Water System Operator	3	3	3	
Heavy Equipment Operator	2	1	1	*4
Cross-Connection Cntrl Specialist	1	1	1	
Meter Service Worker III	1	1	1	
Meter Service Worker I/II	5	4	4	*4
Water Utility Worker III	2	2	2	
Water Utility Worker I/II	4	3	3	*4
Wastewater Utility Worker III	3	2	2	*6
Wastewater Utility Worker I/II	4	5	5	*6
Streets Maintenance Worker III	3	3	3	
Streets Maintenance Worker I/II	6	5	5	*4
Facilities Maintenance III	1	2	2	*7
Facilities Maintenance I/II	3	2	2	*7
Equipment Mechanic III	2	2	2	
Equipment Mechanic I/II	4	4	4	
Equipment Service Worker	1	1	1	
Streetsweeper Operator	2	2	2	
Customer Service Technician	1	1	1	
Systems Coordinator/Technician	1	1	1	
Program Assistant	1	1	1	
Executive Assistant	2	2	1	*9
Secretary	1	1	1	
Office Assistant III	6	6	6	
Office Assistant I/II	1	1	1	
Total Permanent	138	123	121	
Total Part-Time Hourly	1.12	1.12	1.12	
TOTAL POSITIONS	139.12	124.12	122.12	

\*1 Position count includes one 2-year limited term Project Manager position expiring 6/30/03.

\*2 Unfunded one Jr/Asst/Associate Engineer (Civil) position, one Engineering Assistant III position and one Heavy Equipment Specialist position for FY 2002-03 and eliminated them in FY 2003-04.

## PUBLIC WORKS DEPARTMENT SUMMARY

- \*3 Eliminated the 3-year Limited Term Public Works Inspector I/II position expiring 6/30/04.
- \*4 Eliminated the Streets and Landfill Maintenance Manager position, the Capital Program Manager position, the limited term Project Manager position, one Streets Supervisor position, the Facilities Maintenance Supervisor position, one Jr/Asst/Associate Engineer (Civil) position, one Administrative Analyst I/II position, one Public Works Inspector I/II position, one Heavy Equipment Operator position, one Meter Service Worker I/II position, one Water Utility Worker I/II position, and one Street Maintenance Worker I/II position.
- \*5 Reclassified one Senior Civil Engineer position to a Principal Civil Engineer and one Senior Civil Engineer to a Jr/Asst/Associate Engineer (Civil).
- \*6 Reclassified a Wastewater Utility Worker III position to a Wastewater Utility Worker I/II.
- \*7 Reclassified a Facilities Maintenance Worker I/II position to a Facilities Maintenance Worker III.
- \*8 Eliminated the Facilities Manager position and added back the Facilities Maintenance Supervisor position.
- \*9 Eliminated one Engineering Assistant I/II position and one Executive Assistant position.
- \*10 Mid-year title change and reclassification from Senior Landfill Systems Operator.
- \*11 Mid-year title change and reclassification from Landfill Systems Operator.

<u>DEPARTMENT PROGRAMS</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Public Works Administration	\$ 790,642	895,289	612,120
Transportation and Property Services	624,652	714,534	5,574,968
Engineering	1,723,261	1,726,187	1,730,399
Business and Internal Services	9,828,222	11,023,768	5,198,252
Public Services	18,604,417	21,693,191	22,125,674
	<u>\$ 31,571,194</u>	<u>36,052,969</u>	<u>35,241,413</u>

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 10,406,320	10,964,330	11,213,334
Supplies and Other Services	20,617,882	22,869,915	23,375,879
Capital Outlay	36,162	1,629,824	30,000
Interfund Expenditures	510,830	588,900	622,200
TOTAL EXPENDITURES	<u>\$ 31,571,194</u>	<u>36,052,969</u>	<u>35,241,413</u>

---

## PUBLIC WORKS—ADMINISTRATION PROGRAM SUMMARY

---

### PROGRAM MANAGER—PUBLIC WORKS DIRECTOR

#### PROGRAM MISSION STATEMENT

Coordinate and facilitate the activities of the Public Works Department.

#### PROGRAM FUNCTIONS

- Represent the City's interest in local and regional public works studies and projects, and encourage the highest design and environmental quality in public and private improvements.
- Ensure customer service is given the highest priority, and monitor customer satisfaction.
- Provide leadership, administrative support, direction and job-related training for department staff.
- Establish policies and procedures to govern department functions.
- Establish department goals and objectives and track achievements.
- Encourage staff to take advantage of career development opportunities.
- Develop and recommend equitable solid waste, water and wastewater utility rates in conjunction with the Finance and Administrative Services Department.
- Develop and update long-range plans.
- Monitor regulatory requirements and provide support to meet those requirements.
- Create a positive and supportive environment for department employees.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Implement organizational and operational changes resulting from approved budget reductions.
- Manage the construction of the Graham Reservoir and field improvements in coordination with the Mountain View Unified School District.
- Coordinate the City's involvement with the Hetch-Hetchy water system rehabilitation.
- Monitor workloads to ensure appropriate allocation of resources to priority projects.
- Oversee progress of major capital improvement projects.
- Assure the FY 2005-10 Capital Improvement Program reflects City Council and community priorities.

**PUBLIC WORKS  
DEPARTMENT SUMMARY**

<u>FUNDING SOURCES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Operating Fund	\$ 6,747,146	6,799,836	6,875,927
General Fund Reserve	148,109	3,150	0
Shoreline Regional Park Community	223,171	343,398	348,180
Water	9,270,576	11,042,007	10,959,997
Wastewater	6,783,262	8,076,188	8,560,279
Solid Waste	6,905,596	8,146,763	6,815,536
Equipment Maintenance and Replacement	1,493,334	1,641,627	1,681,494
<b>TOTAL FUNDING</b>	<b>\$ <u>31,571,194</u></b>	<b><u>36,052,969</u></b>	<b><u>35,241,413</u></b>
<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Licenses & Permits	\$ 52,510	32,000	101,141
Rents & Leases	1,300	18,000	18,000
State Intergovernmental Revenue	101,405	94,000	100,000
General Service Charges	135,121	99,500	193,509
Water Service Charges	13,285,713 *1	14,692,849 *4	14,927,764 *6
Wastewater Service Charges	8,578,089 *2	9,213,070 *2	9,873,650 *7
Blended Water Charges	373,141	350,000	453,938
Refuse Service Charges	6,139,652 *3	7,613,559 *5	7,211,001 *1
Water Main Extensions	0	5,000	5,000
Wastewater Main Extensions	57,334	30,000	30,000
Miscellaneous Revenue	347,964	253,200	287,200
Equipment Maintenance Charges	1,541,617	1,698,800	1,775,000
Interfund Revenue Transfers	83,400	53,400	53,400
<b>TOTAL REVENUE</b>	<b>\$ <u>30,697,246</u></b>	<b><u>34,153,378</u></b>	<b><u>35,029,603</u></b>

\*1 Includes rate increases of 3%.

\*2 Includes rate increase of 8%.

\*3 Includes no general rate increase.

\*4 Includes rate increase of 6%.

\*5 Includes rate increase of 2%.

\*6 Includes rate increase of 5%.

\*7 Includes rate increase of 9%.

---

## PUBLIC WORKS—ADMINISTRATION PROGRAM SUMMARY

---

### MAJOR PROGRAM CHANGES

- Water Fund:

Executive Assistant Position (\$48,000)

Eliminates 1.0 Executive Assistant position and reallocates a portion (.40) of the remaining Executive Assistant position from the General Operating Fund. There were two Executive Assistant positions—one supporting the Public Services Division funded from the utility funds; one supporting the Public Works functions of the department funded from the General Operating Fund. This reflects the position funded by the utility funds being eliminated and the remaining position being allocated 40 percent to the utility funds. Day-to-day supervision of office support professionals of Public Services, previously assigned to the Executive Assistant, will be assigned to other managers in Public Services.

GAH/BUD  
LHP-761-02^



**PUBLIC WORKS - ADMINISTRATION  
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>	
Public Works Director	1	1	1	
Assistant Public Works Director	2	2	2	
Systems Coordinator/Technician	1	1	0	*1
Executive Assistant	1	1	0	*2
Office Assistant III	1	1	0	*1
Total Permanent	<u>6</u>	<u>6</u>	<u>3</u>	
Total Part-Time Hourly	<u>0</u>	<u>0</u>	<u>0</u>	
TOTAL POSITIONS	<u><u>6</u></u>	<u><u>6</u></u>	<u><u>3</u></u>	

\*1 Transferred the Systems Coordinator/Technician position and the Office Assistant III position to the Business and Internal Services Program.

\*2 Eliminated the Executive Assistant position.

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>	
Salaries Wages and Benefits	\$ 737,985	825,561	585,190	
Supplies and Other Services	44,038	58,928	26,930	
Capital Outlay	0	0	0	
Interfund Expenditures	8,619	10,800	0	*
TOTAL EXPENDITURES	<u><u>\$ 790,642</u></u>	<u><u>895,289</u></u>	<u><u>612,120</u></u>	

\* Budget moved to the Business and Internal Services Program.

---

**PUBLIC WORKS - ADMINISTRATION  
PROGRAM SUMMARY**

---

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 626,900	691,727	494,080
Wages	0	4,835	0
Benefits	111,085	128,999	91,110
	<u>\$ 737,985</u>	<u>825,561</u>	<u>585,190</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 34,299	45,213 *1	20,900
Maintenance and Operations	2,905	990	850
Utilities	2,075	1,845	345
Professional/Technical Svcs	875	4,000 *1	2,500
Other Expenses	3,884	6,880 *1	2,335
	<u>\$ 44,038</u>	<u>58,928</u>	<u>26,930 *2</u>

\*1 Includes decreased funding of \$9,300 for miscellaneous reductions.

\*2 Budget moved to the Business and Internal Services Program.

---

## PUBLIC WORKS—TRANSPORTATION AND PROPERTY SERVICES

### PROGRAM SUMMARY

---

#### PROGRAM MANAGER—TRANSPORTATION POLICY MANAGER

#### PROGRAM MISSION STATEMENT

Manage transportation planning initiatives, grant opportunities and the sale and management of City-owned real property; provide policy analysis; manage the City's solid waste programs; and coordinate administrative support functions.

#### PROGRAM FUNCTIONS

- Manage the acquisition, lease and disposal of City real property.
- Meet State-mandated solid waste landfill diversion goals by maximizing commercial and residential recycling.
- Represent the City in matters relating to, and provide for, solid waste collection and disposal.
- Manage City-owned land and other property.
- Encourage waste reduction and ensure appropriate handling and disposal of household hazardous wastes and other special wastes.
- Administer contracts for refuse collection, disposal and recycling.
- Represent the City in regional transportation issues and congestion management planning.
- Participate in the allocation of transportation funds within the County through the Valley Transportation Authority.
- Support the Council Transportation Committee and Bicycle/Pedestrian Advisory Committee.
- Perform analysis and provide information on local and regional transportation planning efforts, including congestion management programs, the Valley Transportation Plan 2030, Caltrain and Measure A/B programs.
- Pursue grant opportunities.
- Furnish administrative support to the department and help the public resolve Public Works-related inquiries.
- Manage department records retention.

---

## PUBLIC WORKS—TRANSPORTATION AND PROPERTY SERVICES PROGRAM SUMMARY

---

### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Coordinate the City's involvement with the Hetch-Hetchy water system rehabilitation.
- Continue to work with the Santa Clara Valley Transportation Authority (VTA) on the Route 85/U.S. 101 interchange improvement construction.
- Monitor Foothill Disposal Company's implementation of fully automated residential garbage collection (2003-07).
- Continue to evaluate strategies to leverage City-owned properties and to acquire other properties to accomplish City objectives.
- Continue to participate on the various VTA committees related to technical transportation and capital funding issues.
- Serve as staff liaison to the Council Transportation Committee and Bicycle/Pedestrian Advisory Committee.
- Coordinate and assist in implementation of City bicycle and pedestrian initiatives.

### MAJOR PROGRAM CHANGES

- General Operating Fund:

Transfer Executive Assistant's Time to Utility Funds (.40)  
(Elimination of 1 of 2 Executive Assistant Positions)

(\$32,000)

The department had two Executive Assistant positions; one funded by the General Fund and one funded by the Utility Funds. This reflects the position funded by the Utility Funds being eliminated and the remaining position being allocated 40 percent to the Utility Funds. *Reduces department staff support capacity.*

GAH/BUD  
LHP-761-04^

---

**PUBLIC WORKS - TRANSPORTATION AND PROPERTY SERVICES  
PROGRAM SUMMARY**

---

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Transportation and Policy Manager	1	1	1
Real Property Manager	1	1	1
Solid Waste Program Manager	0	0	1 *
Senior Administrative Analyst	0.33	0.33	2 *
Administrative Analyst I/II	0	0	1 *
Executive Assistant	1	1	1
Office Assistant III	1.50	1.50	2 *
Office Assistant I/II	1	1	1
Total Permanent	<u>5.83</u>	<u>5.83</u>	<u>10</u>
Total Part-Time Hourly	<u>0</u>	<u>0</u>	<u>0.50 *</u>
TOTAL POSITIONS	<u><u>5.83</u></u>	<u><u>5.83</u></u>	<u><u>10.50</u></u>

\* Positions transferred from the Business and Internal Services Program.

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 462,096	527,579	1,021,078
Supplies and Other Services	162,556	186,955	4,552,890
Capital Outlay	0	0	0
Interfund Expenditures	0	0	1,000
TOTAL EXPENDITURES	<u><u>\$ 624,652</u></u>	<u><u>714,534</u></u>	<u><u>5,574,968</u></u>

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Rents & Leases	\$ 1,300	18,000	18,000
State Intergovernmental Revenue	0	0	100,000
Refuse Service Charges	0	0	7,211,001 *
Miscellaneous Revenue	5,021	8,000	8,000
TOTAL REVENUES	<u><u>\$ 6,321</u></u>	<u><u>26,000</u></u>	<u><u>7,337,001</u></u>

\* Includes rate increase of 3%.

---

**PUBLIC WORKS - TRANSPORTATION AND PROPERTY SERVICES  
PROGRAM SUMMARY**

---

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 385,908	437,512	816,564
Wages	624	0	25,782
Benefits	75,564	90,067	178,732
	<u>\$ 462,096</u>	<u>527,579</u>	<u>1,021,078</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 5,261	23,605	57,005
Maintenance and Operations	0	0	0
Utilities	520	0	4,286,380
Professional/Technical Svcs	154,677 *1	159,400 *2	198,900
Other Expenses	2,098	3,950	10,605
	<u>\$ 162,556</u>	<u>186,955</u>	<u>4,552,890 *3</u>

\*1 Includes increased funding of \$8,900 for Congestion Management Agency dues.

\*2 Includes increased funding of \$7,400 for Congestion Management Agency dues.

\*3 Budget for Solid Waste Management section moved from Business and Internal Services Program.

---

## NOTES

(This page left intentionally blank)

---

---

## PUBLIC WORKS—ENGINEERING PROGRAM SUMMARY

---

### PROGRAM MANAGER—ASSISTANT PUBLIC WORKS DIRECTOR—ENGINEERING

#### PROGRAM MISSION STATEMENT

Manage engineering design and the capital project process, including construction contract administration and inspection, traffic engineering and private development reviews.

#### PROGRAM FUNCTIONS

- Represent the City's interest in local and regional public works studies and projects, and encourage the highest design and environmental quality in public and private improvements.
- Prepare the City's annual Capital Improvement Program and assist other departments with project planning and proposals.
- Implement the City's annual Capital Improvement Program.
- Review, evaluate and regulate private and public development and construction in conformance with the City's General Plan, ordinances and policies.
- Provide for the safe, efficient and convenient circulation of vehicles, bicycle and pedestrian traffic within the community.
- Manage the design and construction of water, sewer, storm drainage and roadway annual projects.
- Provide civil engineering design services, manage capital project planning and design and construction contract administration services to promote efficient completion of capital improvement projects.
- Perform construction inspection of off-site private development construction projects to ensure compliance with plans, specifications, regulations, ordinances and policies.
- Furnish timely and effective delivery of engineering services to City Council, committees, citizens and other City departments.
- Improve effectiveness and on-schedule delivery of high-priority assignments by properly assigning division resources and coordinating their efforts.
- Support division personnel with effective training, development and work evaluation programs.
- Review and provide input to the construction documents sponsored by other departments.
- Provide analytical and administrative support relating to assessment districts.
- Develop and maintain the Capital Improvement Program data base and prepare semiannual status reports and monthly updates on major projects.
- Maintain traffic-related records, conduct surveys and perform studies as necessary for analysis of traffic problems, and develop and implement mitigation measures when appropriate.



---

## PUBLIC WORKS—ENGINEERING PROGRAM SUMMARY

---

- Manage the processing of private developments, fiber-optic projects and encroachment permits.
- Review maps and plans of proposed private developments and assist developers, consultants, engineers and the public in complying with the City's conditions of approval for private developments.

### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Complete the new Senior Center design in coordination with the Community Services Department.
- Continue implementing the Senior Center/Community Center Master Plan, including a new Senior Center and a senior day health-care facility.
- Complete construction of the new Miramonte Reservoir.
- Prepare the Fiscal Year 2005-06 Capital Improvement Program.
- Complete the feasibility study of the Permanente Creek pedestrian/bike overcrossing of U.S. 101.
- Begin design of the Stevens Creek Trail from Yuba Drive through El Camino Real.
- Undertake other capital improvement projects, including:
  - Devonshire Park Improvement
  - Sewer System Master Plan
  - TOD pedestrian/bike improvements
  - Infrastructure maintenance
- Complete design and advertise for bids for the Downtown Parking Structure No. 2 at California and Bryant Streets.
- Complete construction of the golf car/Pro Shop facility expansion.
- Begin design of the Shoreline maintenance facility.
- Begin design of the Stevens Creek Trail overcrossing at Moffett Boulevard.
- Monitor and participate in the Santa Clara Valley Water District's Permanente Creek planning study.
- Provide support in the coordination of private development projects, including:
  - Mayfield site
  - Old Emporium site
  - El Camino Hospital
  - Ellis/Middlefield Area
  - Various downtown development sites

---

## PUBLIC WORKS—ENGINEERING PROGRAM SUMMARY

---

- Apply the Neighborhood Traffic Management Program in neighborhoods that request traffic control measures and monitor results.

### MAJOR PROGRAM CHANGES

- General Operating Fund:

Traffic Engineering Assistant Position (1.0)

(\$76,700)

Eliminates one Traffic Engineering Assistant position. This position supports the Traffic Section. *Reduces the capacity of the department to respond to traffic-related issues. Workload will be shifted to remaining staff.*

GAH/BUD  
LHP-761-05^

**PUBLIC WORKS - ENGINEERING  
PROGRAM SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED
Capital Program Manager	1	0 *4	0
Principal Civil Engineer	3	4 *5	4
Traffic Engineer	1	1	1
Senior Civil Engineer	6	4 *5	4
Senior Project Manager	2	2	2
Project Manager	3 *1	2 *4	2
Jr/Asst/Associate Engineer (Civil)	5 *2	5 *2/5	5
Engineering Assistant III	1 *2	0 *2	0
Engineering Assistant I/II	2	2	1 *6
Senior Public Works Inspector	1	1	1
Public Works Inspector I/II	2 *3	1 *4	1
Total Permanent	27	22	21
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	27	22	21

\*1 Position count includes one 2-year Limited Term Project Manager position ending 6/30/03.

\*2 Unfunded one Jr/Asst/Associate Engineer (Civil) position and one Engineering Assistant III position for FY 2002-03 and eliminated them in FY 2003-04.

\*3 Eliminated the 3-year limited term Public Works Inspector I/II position expiring 6/30/04.

\*4 Eliminated the Capital Program Manager position, the limited term Project Manager position, and a Public Works Inspector I/II position.

\*5 Reclassified one Senior Civil Engineer position to Principal Civil Engineer and reclassified a second Senior Civil Engineer position to a Jr/Asst/Associate Engineer (Civil).

\*6 Eliminated one Engineering Assistant I/II position.

EXPENDITURE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Salaries Wages and Benefits	\$ 1,307,197	1,346,942	1,350,854
Supplies and Other Services	388,960	365,945	365,945
Capital Outlay	16,485	0	0
Interfund Expenditures	10,619	13,300	13,600
TOTAL EXPENDITURES	\$ 1,723,261	1,726,187	1,730,399

**PUBLIC WORKS - ENGINEERING  
PROGRAM SUMMARY**

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Licenses & Permits	\$ 52,510	32,000	101,141
General Service Charges	131,401	96,500	190,509
Miscellaneous Revenue	3,078	3,200	3,200
<b>TOTAL REVENUES</b>	<b>\$ 186,989</b>	<b>131,700</b>	<b>294,850</b>

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Labor Chargeback	\$ (618,754) *	(1,433,845)	(1,470,009)
Salaries	1,541,344	2,254,769	2,283,575
Wages	81,579	60,800	60,800
Benefits	303,028	465,218	476,488
	<b>\$ 1,307,197</b>	<b>1,346,942</b>	<b>1,350,854</b>

\* Beginning January 2003, Labor Chargeback accounted for differently due to new payroll system.

<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 18,044	18,300	18,300
Maintenance and Operations	50,148	76,065	76,065
Utilities	80,078	86,000	86,000
Professional/Technical Svcs	86,481	174,000	174,000
Other Expenses	154,209 *1	11,580	11,580
	<b>\$ 388,960</b>	<b>365,945 *2</b>	<b>365,945</b>

\*1 Includes one-time outside plan checking services and contract construction inspection services.

\*2 Includes decreased fundings of \$21,100 for miscellaneous reductions.

---

## NOTES

(This page left intentionally blank)

---

---

## PUBLIC WORKS—BUSINESS AND INTERNAL SERVICES

### PROGRAM SUMMARY

---

#### PROGRAM MANAGER—BUSINESS MANAGER

#### PROGRAM MISSION STATEMENT

Provide business support and financial management to the department. Manage operation of the City buildings, City's vehicle and equipment fleet, customer service, department safety and information systems programs.

#### PROGRAM FUNCTIONS

- Deliver quality, responsive customer service and furnish clear, accurate and timely information to citizens, the City Council and City departments.
- Manage department customer service programs, including shopping cart collection and graffiti abatement.
- Manage occupational safety programs and practices in the Public Works and Community Services Departments.
- Maintain and improve City buildings.
- Procure and maintain the City's vehicle and equipment fleet.
- Manage the department budget and provide financial management for operational and capital improvement activities.
- Ensure department services are provided in a cost-effective manner.
- Manage the City's facilities maintenance effort to ensure safe and aesthetically pleasing facilities, and provide project management and contract administration services.
- Represent the operation and maintenance perspective in building design, modification and construction.
- Design and manage projects for repair and replacement of building assets, including elevators, paint, flooring and HVAC, and roof and plumbing systems.
- Monitor City energy efficiency and utility expenses.
- Manage the City's fleet preventive maintenance program to provide safe and reliable vehicles, equipment and public safety vehicles, and maximize vehicle life.
- Perform safety inspections on heavy equipment and test emissions from all gasoline- and diesel-fueled vehicles to ensure compliance with State regulatory agencies.
- Provide technical advice for the fleet replacement program.
- Identify renewable and clean alternative energy technologies for City facilities and vehicles.

---

## PUBLIC WORKS—BUSINESS AND INTERNAL SERVICES

### PROGRAM SUMMARY

---

- Coordinate the department's emergency response planning.
- Develop and implement standard operating policies and procedures.
- Support development and maintenance of department geographic information systems and business applications.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Work with Alza Corporation to coordinate the installation of a landfill gas-based electricity production system at Alza's North Bayshore sites.
- Perform building maintenance activities outlined in the fifth year of the 10-year building maintenance schedules, and update the long-term maintenance plan.
- Continue improvements to City facilities to meet the Americans with Disabilities Act (ADA) guidelines as outlined in the ADA Compliance Strategic Plan.
- Coordinate with customer departments to improve fleet management and reduce operating expenses.
- Monitor the testing and preventative maintenance plan to improve the reliability of the emergency power generators and pump engines.
- Transition the City's diesel-fueled vehicles to ultra-low sulfur diesel and conduct a pilot program to test the effectiveness of particulate matter filters on heavy-duty vehicles.
- Perform HVAC system preventative maintenance and repair, and recommend HVAC system replacements, enhancements and retrofits.
- Reduce operational and workplace hazards by ensuring scheduled field and facility safety surveys are completed and corrective measures are implemented.
- Work with the Risk Management Division and the Fire Department to develop a City confined space safety policy to ensure safe work practices by City contractors.
- Continue to work with retailers to reduce the number of abandoned shopping carts.

---

**PUBLIC WORKS—BUSINESS AND INTERNAL SERVICES  
PROGRAM SUMMARY**

---

**MAJOR PROGRAM CHANGES**

- General Operating Fund:

Facilities Manager/Facilities Supervisor Positions (\$10,400)

For Fiscal Year 2003-04, the Facilities Supervisor position was eliminated. After further review, staff proposed eliminating the Facilities Manager position and adding back the Facilities Supervisor position. *No service level impact.*

Janitorial Services \$18,000

Provides a cost-of-living adjustment as stipulated in the janitorial services contract. *Maintains current level of service.*

- Equipment Maintenance Fund:

Diesel Fuel \$7,000

Provides funds necessary to change the City's diesel fuel to ultra-low sulfur diesel fuel. This change will be required in 2006; however, the Technology Committee has recommended this change take place as soon as possible.

GAH/BUD  
LHP-761-03^



**PUBLIC WORKS - BUSINESS AND INTERNAL SERVICES  
PROGRAM SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED	
Business Manager	1	1	1	
Fleet Services Manager	1	1	1	
Facilities Services Manager	1	1	0	*3
Solid Waste Program Manager	1	1	0	*4
Safety and Training Manager	1	1	1	
Equipment Maintenance Supervisor	1	1	1	
Facilities Maintenance Supervisor	1	0 *1	1	*3
Facilities Project Manager	1	1	1	
HVAC Technician	2	2	2	
Equipment Mechanic III	2	2	2	
Equipment Mechanic I/II	4	4	4	
Facilities Maintenance III	1	2 *2	2	
Facilities Maintenance I/II	3	2 *2	2	
Streets Maintenance Worker I/II	0.20	0 *1	1	*5
Equipment Service Worker	1	1	1	
Senior Administrative Analyst	3.67	3.67	2	*4
Administrative Analyst I/II	2	1 *1	0	*4
Customer Service Technician	1	1	1	
Systems Coordinator/Technician	0	0	1	*6
Program Assistant	1	1	1	
Office Assistant III	1.50	1.50	2	*7
Total Permanent	30.37	28.17	27	
Total Part-Time Hourly	0.62	0.62	0.12	*4
TOTAL POSITIONS	30.99	28.79	27.12	

\*1 Eliminated the Facilities Maintenance Supervisor position, one Streets Maintenance Worker I/II position (0.80 in the Streets and Utilities Maintenance Program), and one Administrative Analyst I/II position.

\*2 Reclassified a Facilities Maintenance Worker I/II position to a Facilities Maintenance Worker III.

\*3 Eliminated the Facilities Manager position and added back the Facilities Maintenance Supervisor position.

\*4 Positions transferred to the Transportation and Property Services Program.

\*5 Transferred one Streets Maintenance Worker I/II position from the Public Services Program.

\*6 Transferred the Systems Coordinator/Technician position from the Administration Program.

\*7 Transferred 1.0 Office Assistant position from the Administration Program and transferred 0.50 Office Assistant position to the Transportation and Property Services Program.

EXPENDITURE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Salaries Wages and Benefits	\$ 2,607,983	2,792,473	2,645,812
Supplies and Other Services	7,166,539	6,545,771	2,449,240
Capital Outlay	7,677	1,629,824	30,000
Interfund Expenditures	46,023	55,700	73,200
TOTAL EXPENDITURES	\$ 9,828,222	11,023,768	5,198,252

**PUBLIC WORKS - BUSINESS AND INTERNAL SERVICES  
PROGRAM SUMMARY**

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
State Intergovernmental Revenue	\$ 74,749	94,000	0
General Service Charges	3,720	3,000	3,000
Refuse Service Charges	6,139,652 *1	7,613,559 *2	0
Miscellaneous Revenue	57,542	0	0
Equipment Maintenance Charges	1,541,617	1,698,800	1,775,000
Interfund Revenue Transfers	21,000	21,000	21,000
<b>TOTAL REVENUES</b>	<b>\$ 7,838,280</b>	<b>9,430,359</b>	<b>1,799,000</b>

\*1 Includes no general rate increase.

\*2 Includes rate increase of 2%.

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 2,029,655	2,220,719	2,100,974
Wages	71,337	33,165	12,720
Benefits	506,991	538,589	532,118
	<b>\$ 2,607,983</b>	<b>2,792,473</b>	<b>2,645,812</b>

<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 77,452	79,545 *1	80,163
Maintenance and Operations	1,253,445	1,174,732	984,212 *5
Utilities	5,659,902	5,090,929 *2	1,028,700
Professional/Technical Svcs	131,387	159,185 *1	302,340
Other Expenses	44,353	41,380 *3	53,825
	<b>\$ 7,166,539</b>	<b>6,545,771 *4</b>	<b>2,449,240 *6</b>

\*1 Includes decreased fundings of \$13,100 for solid waste reductions and \$5,000 for miscellaneous water reductions.

\*2 Includes decreased funding of \$775,000 in disposal charges.

\*3 Includes one-time funding of \$6,300 for hepatitis B vaccinations.

\*4 Includes decreased fundings of \$84,000 for janitorial services, \$70,800 for maintenance contracts, \$28,000 for supplies and materials, and \$3,500 for miscellaneous reductions.

\*5 Includes increased funding of \$18,000 for janitorial services.

\*6 Budget for Solid Waste Management Section moved to Transportation and Property Program. Budget moved from the Administration Program. Net line item budgets reallocated as appropriate.

---

## PUBLIC WORKS—PUBLIC SERVICES PROGRAM SUMMARY

---

### PROGRAM MANAGER—ENVIRONMENTAL ENGINEERING MANAGER

#### PROGRAM MISSION STATEMENT

Manage, operate and maintain facilities and infrastructure for water distribution, water reclamation and sewer and storm water collection and treatment, and repair and maintain roadways and sidewalks. Maintain and operate the landfill cap and gas collection system, and provide engineering and environmental compliance services to the department.

#### PROGRAM FUNCTIONS

- Plan, operate and maintain potable and blended water supply and distribution systems.
- Plan, operate and maintain wastewater collection and discharge systems.
- Plan and maintain public streets, sidewalks, parking lots and streetlight systems.
- Maintain the cap/leachate/gas extraction systems for the City's closed landfills.
- Meet all applicable Federal, State and local regulations for water and wastewater system operations and landfill maintenance.
- Review, update, maintain and implement master plans for the water, wastewater and storm water systems.
- Maintain, operate and/or replace key water system facilities, including valves, meters, fire hydrants and backflow prevention devices and deliver an average of 12.0 million gallons of water per day to City customers.
- Read water meters (approximately 16,000) in a timely and accurate manner.
- Ensure the trouble-free operation of the sewage pump station, retention basins and storm water removal stations through preventive maintenance.
- Install sewer laterals and connections, and maintain the City's 1,300 catch basins and 75 miles of storm drains.
- Clear blockages during storms and make necessary repairs.
- Assure the collection and transmission of sewage to the Palo Alto Regional Water Quality Control Plant (approximately nine million gallons per day).
- Repair, replace and maintain City traffic signs.
- Sweep City streets and keep City right-of-way free of litter.
- Provide engineering support and direction for the Public Services Division.

---

## PUBLIC WORKS—PUBLIC SERVICES PROGRAM SUMMARY

---

- Coordinate the Public Services Division's annual CIP process, and participate in capital improvement project design and construction.
- Manage and maintain the landfill gas collection system and flare station.

### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Manage the design and environmental review process of the Shoreline Sailing Lake water supply project.
- Oversee the design and environmental review process of the proposed reclaimed water distribution project.
- Continue to consolidate management oversight of water and wastewater operations and street excavation work.
- Implement the Hansen Computerized Maintenance Management System in the Water Meter Section.
- Continue implementation of Phase II of the Supervisory Control and Data Acquisition (SCADA) system, including reporting sewer flows from main trunk lines, water well operational levels and real-time data from San Francisco Public Utilities Commission (SFPUC) water connections.
- Continue implementing Phase II (fourth year of a five-year program) of an automated radio transmitter meter reading system for commercial water accounts.
- Assist with the development of a new water master plan.
- Begin gathering location data for signs and streetlights to incorporate into the Public Works Department geographic information system, and develop preventive maintenance schedules and asset maps.
- Perform all major street maintenance functions, including crack sealing, asphalt concrete patching, street sweeping, streetlight maintenance, leaf removal, sidewalk repair and sign/street legend painting according to the program schedule to limit reactive, unscheduled work.
- Manage the mass grading, tank/pump house/well installation, and athletic field improvements for the Graham Reservoir project.
- Modify the existing landfill groundwater monitoring program to account for full capture of shallow groundwater under the landfill to reduce program cost where appropriate.
- Complete landfill flare station and field implementation upgrades.
- Complete the MOC covered storage, settling tank, dump pad and paving project.
- Begin using laptop computers for field landfill gas well-reading data collection.

**PUBLIC WORKS - PUBLIC SERVICES  
PROGRAM SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED
Environmental Engineering Manager	1	1	1
Utilities Services Manager	1	1	1
Streets and Landfill Maintenance Manager	1	0 *2	0
Principal Civil Engineer	1	1	1
Senior Civil Engineer	2	2	2
Water Meters Supervisor	1	1	1
Utilities Systems Supervisor	1	1	1
Water Distribution Supervisor	1	1	1
Wastewater Supervisor	1	1	1
Streets Supervisor	2	1 *2	1
Postclosure Supervisor	1	1	1
Jr/Asst/Associate Engineer (Civil)	1	0 *2	0
Environmental Compliance Specialist	1	1	1
Utilities Inspector/Locator	1	1	1
Water Quality Technician	1	1	1
Telemetry Technician	1	1	1
Utility Systems Specialist	1	1	1
Senior Utilities Systems Technician	2	2	2
Senior Water System Operator	1	1	1
Landfill System Specialist	2	2	2 *4
Water System Operator	3	3	3
Heavy Equipment Specialist	2 *1	1 *1	1
Heavy Equipment Operator	2	1 *2	1
Senior Landfill System Technician	3	3	3 *5
Cross-Connection Cntrl Specialist	1	1	1
Lighting and Traffic Technician	1	1	1
Streets Maintenance Worker III	3	3	3
Streets Maintenance Worker I/II	5.80	5 *2	4 *6
Streetsweeper Operator	2	2	2
Meter Service Worker III	1	1	1
Meter Service Worker I/II	5	4 *2	4
Water Utility Worker III	2	2	2
Water Utility Worker I/II	4	3 *2	3
Wastewater Utility Worker III	3	2 *3	2
Wastewater Utility Worker I/II	4	5 *3	5
Secretary	1	1	1
Office Assistant III	2	2	2
Total Permanent	68.80	61	60
Total Part-Time Hourly	0.50	0.50	0.50
TOTAL POSITIONS	69.30	61.50	60.50

## PUBLIC WORKS - PUBLIC SERVICES PROGRAM SUMMARY

- \*1 Unfunded one Heavy Equipment Specialist position for FY 2002-03, eliminated it in FY 2003-04.
- \*2 Eliminated the Streets and Landfill Maintenance Manager position, one Streets Supervisor position, the Jr/Asst/Associate Engineer (Civil) position, one Heavy Equipment Operator position, one Streets Maintenance Worker I/II position (.20 budgeted in the Business and Internal Services Program), one Meter Service Worker I/II position, and one Water Utility Worker I/II position.
- \*3 Reclassified a Wastewater Utility Worker III position to a Wastewater Utility Worker I/II.
- \*4 Mid-year title change and reclassification from Senior Landfill Systems Operator.
- \*5 Mid-year title change and reclassification from Landfill Systems Operator.
- \*6 Transferred one Streets Maintenance Worker I/II position to the Business and Internal Services Program.

EXPENDITURE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Salaries Wages and Benefits	\$ 5,291,059	5,471,775	5,610,400
Supplies and Other Services	12,855,789	15,712,316	15,980,874
Capital Outlay	12,000	0	0
Interfund Expenditures	445,569	509,100	534,400
TOTAL EXPENDITURES	\$ 18,604,417	21,693,191	22,125,674

REVENUE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
State Intergovernmental Revenue	\$ 26,656	0	0
Water Service Charges	13,285,713 *1	14,692,849 *3	14,927,764 *4
Wastewater Service Charges	8,578,089 *2	9,213,070 *2	9,873,650 *5
Blended Water Charges	373,141	350,000	453,938
Water Main Extensions	0	5,000	5,000
Wastewater Main Extensions	57,334	30,000	30,000
Miscellaneous Revenue	282,323	242,000	276,000
Interfund Revenue Transfers	62,400	32,400	32,400
TOTAL REVENUES	\$ 22,665,656	24,565,319	25,598,752

\*1 Includes rate increase of 3%.

\*2 Includes rate increase of 8%.

\*3 Includes rate increase of 6%.

\*4 Includes rate increase of 5%.

\*5 Includes rate increase of 9%.

---

**PUBLIC WORKS - PUBLIC SERVICES  
PROGRAM SUMMARY**

---

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 4,238,855	4,411,530	4,486,733
Wages	84,413	18,440	18,700
Benefits	967,791	1,041,805	1,104,967
	<u>\$ 5,291,059</u>	<u>5,471,775</u>	<u>5,610,400</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 609,337	631,877	631,877
Maintenance and Operations	36,365	76,750	76,750
Utilities	11,616,466	14,120,526 *1	14,389,084 *4
Professional/Technical Svcs	430,286	629,050	629,050
Other Expenses	163,335	254,113 *2	254,113
	<u>\$ 12,855,789</u>	<u>15,712,316 *3</u>	<u>15,980,874</u>

\*1 Includes increased funding of \$1,323,000 for wholesale water costs and decreased funding of \$56,000 for wastewater treatment costs.

\*2 Includes increased funding of \$18,000 for Bay Area Water Supply and Conservation Agency membership.

\*3 Includes decreased fundings of \$44,500 for pavement maintenance, \$20,000 for general fund supplies and materials, \$89,100 for miscellaneous water reductions, and \$101,200 for miscellaneous wastewater reductions.

\*4 Includes decreased funding of \$125,000 for wholesale water costs and increased funding of \$392,000 for wastewater treatment costs.

# COMMUNITY SERVICES DEPARTMENT

The Community Services Department is responsible for delivery of recreation programs and services and for the maintenance of City-owned parks, roadway landscaping and street trees. In addition, the department is responsible for the continued development and operation of commercial and recreational activities at the City's 650-acre Shoreline at Mountain View regional park, for the programming and operation of the Mountain View Center for the Performing Arts, and for the maintenance and operation of Shoreline Golf Links.

## ADMINISTRATION

Administration is responsible for the management of the Community Services Department.

## PERFORMING ARTS DIVISION

Performing Arts is responsible for the management and operation of the Mountain View Center for the Performing Arts—a three-theater performing arts complex owned by the City. The Center and its staff service an active schedule of performances with a balanced mix of community and regional artists. The Center provides a well-maintained and equipped facility; technical service support; computerized ticket sales operation; marketing and publication support; house and concession management; and a volunteer usher corps for all performances annually.

## SHORELINE DIVISION

The Shoreline Division is responsible for operations, protection and enhancement of environment areas within Shoreline at Mountain View; rental and operations of the historic Rengstorff House; regulatory permits relating to open space and marsh restoration; and management of commercial leases within Shoreline at Mountain View.

## SHORELINE GOLF LINKS DIVISION

Shoreline Golf Links is the City's 18-hole golf course, open for group and individual play 364 days a year.

The Shoreline Golf Links Division is responsible for the operation and maintenance of the course, booking reservations and starting times; collecting and accounting for all fees charged at the course; renting and servicing golf cars; retail sales; operating and maintaining the practice range; and maintaining the golf course (irrigation, mowing, fertilizing, aerating and associated cultural practices).

## FORESTRY AND ROADWAY LANDSCAPE DIVISION

The Forestry and Roadway Landscape Division is responsible for maintaining the landscape on roadways, medians, overpasses and all nonpark City-owned lands; managing the Urban Forestry Program, which includes maintenance of the City street trees (including those in parks); and enforcement of the City's Heritage Tree Ordinance. Division personnel are also responsible for maintenance of 119.5 acres of roadway landscape and 33,000 trees. In addition to these responsibilities, division personnel maintain 12 acres in the downtown area consisting of Castro Street and the Civic Center and administers an Integrated Pest Management Program.

## PARKS DIVISION

The Parks Division is responsible for protecting and maintaining the City's landscape investment at 32 urban parks (191.3 acres) and 4.0 miles of pedestrian trail along Stevens Creek, 655 acres of Shoreline park, 98 acres of other regional open space and supporting community recreational open space needs.

## RECREATION DIVISION

Recreation provides an opportunity for community members to meet a portion of their recreation and social needs, introduce and develop leisure skills, promote healthy lifestyles, and stimulate community involvement and pride.

Activities, classes and events are held at Cuesta and Rengstorff District Parks, Crittenden and McKelvey Athletic Parks, Deer Hollow Farm, Mountain View Sports Pavilion, Whisman

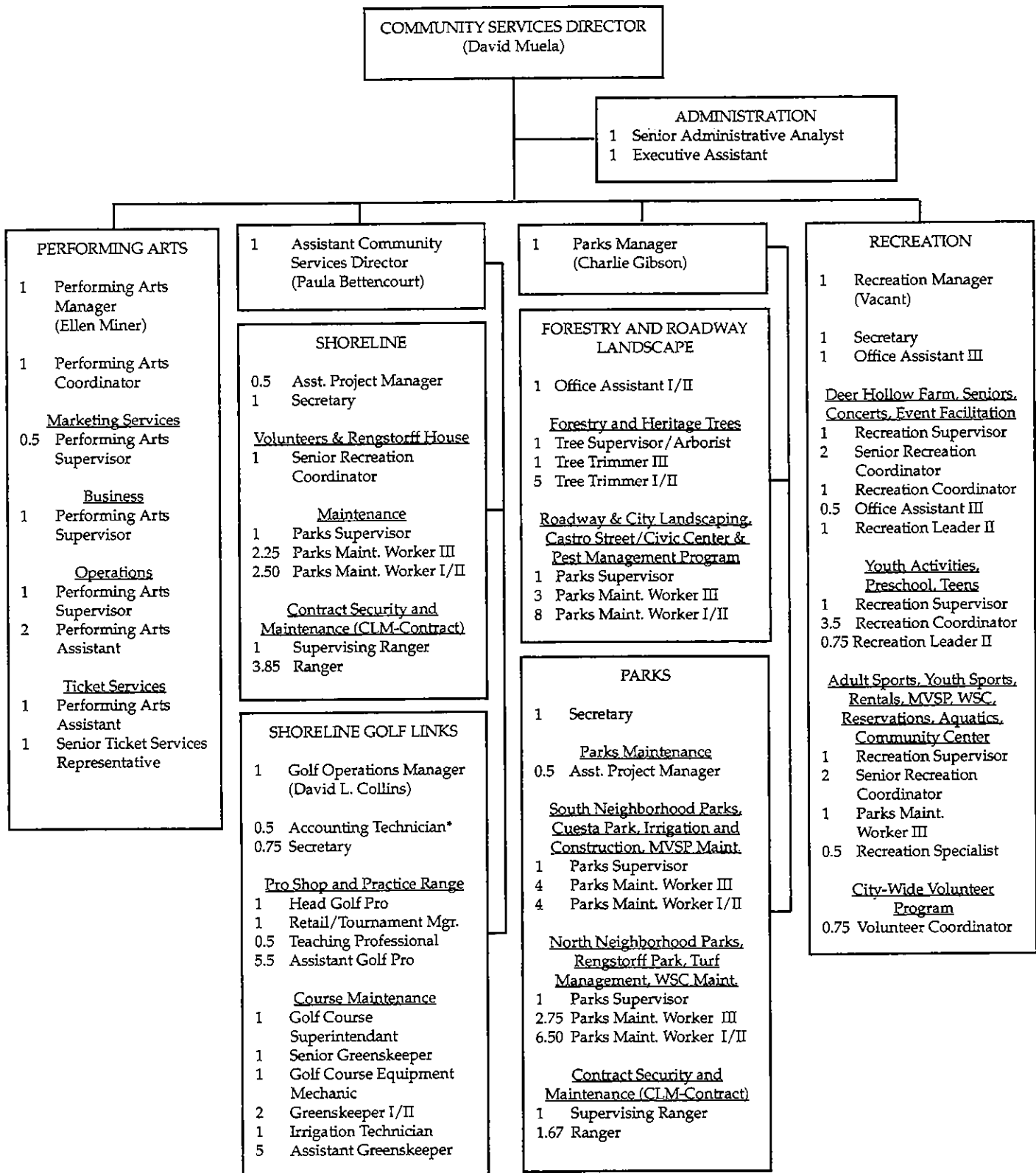


# COMMUNITY SERVICES DEPARTMENT (CONT.)

Sports Center, Community Center, Senior Center, Teen Center, Eagle and Rengstorff Pools, historic Adobe Building and various other park areas and school sites.

Program areas include: aquatics; adult and youth sports; seniors; cultural arts; preschool; elementary and teens; environmental education; Community Gardens, volunteers; coordination of Downtown Parade, Tree Lighting, Halloween Family Festival, yard sale and summer concerts; reservations of buildings, facilities and BBQ areas; and facilitation of special events.

# COMMUNITY SERVICES DEPARTMENT



FISCAL YEAR 2004-05 POSITION TOTALS: 92.0 Full-Time  
10.75 Permanent Part-Time  
7.52 Contract

\*Located in the Finance and Administrative Services Department but budgeted in the Community Services Department.

---

## COMMUNITY SERVICES DEPARTMENT SUMMARY

---

### DEPARTMENT MANAGER-COMMUNITY SERVICES DIRECTOR

#### DEPARTMENT MISSION STATEMENT

To provide park, recreation and cultural opportunities.

#### DEPARTMENT FUNCTIONS

- Assure that services provided are responsive to community needs.
- Analyze the department's services to assure they are provided in a cost-effective manner.
- Provide access to Performing Arts facilities and provide quality service for clients/licensees. (M 2, 3)
- Provide entertainment opportunities for Center for the Performing Arts patrons. (M 2, 3, 4)
- Provide education and outreach opportunities to the community.
- Comply with various regulatory agency requirements as they relate to wetlands, wildlife and land use in the Shoreline area. (M 7)
- Provide visitors a safe and secure passive outdoor recreation experience by proper maintenance and supervision of trails, pathways, turf areas and facilities in the Shoreline area. (M 8)
- Manage and operate golf course in such a manner as to maximize operating revenues and control operating expenses. (M 10)
- Provide golfing customers an enjoyable golfing experience, including enhanced playing conditions and high levels of customer service. (M 11)
- Manage Forestry Program, including maintenance of City trees and enforcement of the Heritage Tree Ordinance. (M 12, 13, 14, 17, 18)
- Maintain all City landscaped areas, including parks, Stevens Creek Trail, medians, roadways, vacant land and public facilities. (M 15, 16, 19, 22, 23, 24, 25)
- Conduct safety inspections of all park and playground areas and equipment. (M 20, 21)
- Conduct or schedule youth and adult recreation activities, classes and events based on community preferences at the Community Center, Teen Center, Mountain View Sports Pavilion, Whisman Sports Center, historic Adobe Building as well as various park areas and school sites. (M 26, 27, 28, 29, 30, 36, 37, 39, 40)
- Provide environmental education classes and camps at Deer Hollow Farm. (M 31, 32)
- Provide a comprehensive aquatics program using Eagle and Rengstorff Pools. (M 33, 34)
- Coordinate City-wide volunteer program. (M 5, 9, 37)

---

## COMMUNITY SERVICES DEPARTMENT SUMMARY

---

### MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Continue efforts to locate and acquire open space in neighborhoods underserved in regard to park and recreation facilities.
- Assist with the Stevens Creek Trail, Reach 4, Segment 2 (Yuba Drive to Mountain View High School) environmental impact report and design in conjunction with the Public Works Department.
- Assist with the construction of the Shoreline Maintenance Facility in conjunction with the Public Works Department.
- Assist with the construction of the new Senior Center project in conjunction with the Public Works Department.
- Assist with the construction of the Graham School site reservoir and athletic field in conjunction with the Public Works Department.
- Assist with the construction of the Shoreline Golf Links Pro Shop and golf car storage facility in conjunction with the Public Works Department.
- Assist with the implementation of the Community Center improvement project in conjunction with the Public Works Department.

### PERFORMANCE/WORKLOAD MEASURES

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
<b>Performing Arts:</b>					
1. Percentage of users (licensee) who rate the Center's services as "high quality"	>80%	91%	>80%	88%	Discontinued (A)
2. Percentage of all patron surveys received indicating that the respondent enjoyed their time at the Center	>80%	99%	>80%	98%	>70%
3. Number of performances	350	390	380	363	>330
4. Number of seats sold (including TheatreWorks performances of Lucie Stern facility events) <sup>(B)</sup>	110,000	173,414	140,000	170,220	>120,000
5. Number of volunteer hours	7,500	10,854	10,500	11,261	10,500
6. Number of tickets given to Mountain View nonprofits by Center licensees as a result of Center outreach program.	400	818 <sup>(C)</sup>	400	817 <sup>(C)</sup>	Discontinued (C)
<b>Shoreline:</b>					
7. Percentage of annual regulatory permits and reports completed on time	100%	100%	100%	100%	100%

---

**COMMUNITY SERVICES  
DEPARTMENT SUMMARY**

---

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
8. Percentage of trail and park users rating satisfaction above average (maintenance of trails, safety, etc.)	>90%	95%	>90%	100%	>90%
9. Volunteer time staffing equivalent	5.5 FTE	2.8 FTE <sup>(D)</sup>	3.0 FTE	2.0 FTE <sup>(D)</sup>	2.5 FTE
<b>Shoreline Golf Links:</b>					
10. Percentage of revenues generated versus operating costs	>100%	126%	>100%	126%	>100%
11. Number of golf rounds played	75,000	74,990	75,000	73,850	75,000
<b>Forestry:</b>					
12. Percent of trees serviced versus scheduled as part of cyclic pruning program	>75%	81%	>75%	82%	>75%
13. Average cost of trimming per tree (based on industry standards)	\$128	\$100	\$128	\$105	\$128
14. Percent of trees planted in the prior year receiving maintenance	>95%	98%	>95%	98%	>95%
15. Percent of roadway median islands serviced per program service standards (based on NRPA standards)	>95%	95%	>95%	85% <sup>(E)</sup>	>95%
16. Percent of inquiries responded to within 24 hours	>95%	97%	>95%	97%	>95%
17. Number of trees planted annually	250	266	250	279	250
18. Number of trees trimmed or serviced annually	3,600	4,473 <sup>(F)</sup>	3,600	3,998 <sup>(F)</sup>	3,600
19. Acres maintained—roadway medians	114.5	119.5 <sup>(G)</sup>	119.5	119.5	119.5
<b>Parks:</b>					
20. Percent of playground equipment in compliance with California SB 2733 and the Americans with Disabilities Act Accessibility Guidelines (ADAAG)	>40%	41%	>45%	45%	>45%
21. Percent of inspections completed biannually of all City-maintained park play equipment	100%	87.5% <sup>(H)</sup>	100%	100%	100%
22. Percent of park construction and irrigation work orders completed in compliance with National Recreation and Park Association (NRPA) Mode II maintenance standards (high level maintenance)	>90%	96%	>90%	98%	>90%
23. Percent of park turf acres maintained in compliance with NRPA Mode II maintenance standards (high level maintenance) <sup>(I)</sup>	100%	85% <sup>(J)</sup>	100%	95.5% <sup>(J)</sup>	100%

**COMMUNITY SERVICES  
DEPARTMENT SUMMARY**

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
24. Acres maintained—regional parks/public facilities (includes all portions of Shoreline Regional Park, Charleston Slough, Vista Slope and the Crittenden site)	772	772	772	772	772
25. Acres maintained—urban parks/public facilities	183.81	183.81	183.81	191.3 <sup>(K)</sup>	191.3
<b>Recreation:</b>					
26. Percent of classes cancelled due to lack of registrants compared to the number of classes offered	<10%	3.8%	<10%	5.7%	<10%
27. Percent of class refunds requested due to dissatisfaction compared to the number of individuals participating in classes	<1%	0.08%	<1%	0.36%	<1%
28. Percent of adult sports teams registered compared to number of openings	>98%	91% <sup>(L)</sup>	>98%	90% <sup>(M)</sup>	>98%
29. Percent of partial or full fee waiver registrations compared to total registrations	10%	11.7%	10%	24.3% <sup>(N)</sup>	25%
30. Average number of students participating in after-school programs (per day)	350	171 <sup>(O)</sup>	192	214	192
31. Number of classes/students participating in Deer Hollow Farm school year field trips	150/ 3,400	193 <sup>(P)</sup> / 3,928	150/ 3,400	205 <sup>(Q)</sup> / 4,295	175/ 3,600
32. Percent of teacher evaluations rating Deer Hollow Farm school year field trips good or excellent	>99%	100%	>99%	100%	>99%
33. Percent of parents rating swim lessons good or excellent	>90%	93%	>90%	96%	>90%
34. Percent of lap swim participants rating the program good or excellent	>95%	91% <sup>(R)</sup>	>95%	95%	>95%
35. Number of Teen Center memberships		New for FY 2003-04	90	431 <sup>(S)</sup>	Discontinued (see M36)
36. Average number of Teen Center attendees per night open (capacity of 30)				New for FY 2004-05	>20
37. Percent of weekend BBQ reservations (May to October) compared to space available	>75%				
• Group		85%	>90%	67% <sup>(T)</sup>	>90%
• Family		58%	>75%	56%	Discontinued <sup>(U)</sup>
38. Volunteer time staffing equivalent (City-wide)	18 FTE	17.2 FTE	18 FTE	14.7 FTE <sup>(V)</sup>	18 FTE

---

## COMMUNITY SERVICES DEPARTMENT SUMMARY

---

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
39. Percent of time the athletic fields are reserved as compared to peak availability <sup>(w)</sup>		New for FY 2003-04	>90%	89%	>90%
40. Number of approved general use permits and estimated people served		New for FY 2003-04	60/ 7,000	49 <sup>(x)</sup> / 7,569	60/ 7,000

<sup>(A)</sup> Target discontinued due to fiscal constraints.

<sup>(B)</sup> The Center's box office is the only box office where tickets for TheatreWorks' Lucie Stern performances can be purchased.

<sup>(C)</sup> Donations exceed target due to licensees offering more tickets. Measure discontinued in FY 2004-05 as donations are not under staff's control.

<sup>(D)</sup> Shoreline is experiencing a decline in volunteers as well as difficulty in recruiting and managing volunteers due to a vacancy.

<sup>(E)</sup> Crew has been assisting downtown due to loss of seasonal workers. This extends median trim cycles.

<sup>(F)</sup> A new database system provides a more accurate accounting of trimming and servicing activities. As we obtain more data over a longer period of time, the target may need to be adjusted.

<sup>(G)</sup> The five acres of landscaping in the new Shoreline Amphitheatre parking lot are now included in the total number of acres maintained.

<sup>(H)</sup> Playground safety inspections were impacted by the retirement of a Parks Maintenance Worker III.

<sup>(I)</sup> Mowings may exceed or fall below standard in any quarter due to weather conditions.

<sup>(J)</sup> Less acres mowed on average due to weather conditions.

<sup>(K)</sup> Graham Athletic Field added.

<sup>(L)</sup> The men's Division C softball (more competitive) was canceled due to lack of teams.

<sup>(M)</sup> Competitive men's only softball leagues continue to have low enrollments resulting in cancellation of one of two leagues. Alternative league options continue to be explored to run in place of the cancelled league.

<sup>(N)</sup> Fee waiver use has increased significantly due to program changes for qualifying recreation fee waivers. The target for FY 2004-05 reflects the program changes.

<sup>(O)</sup> Programs at two schools were not operational in September. Due to the implementation of a teacher/student ratio of 1:12, the target of 350 students per day could not be reached.

<sup>(P)</sup> This target was exceeded due to the steadily increasing interest in the Deer Hollow Farm school year program.

<sup>(Q)</sup> More classes have been added due to the reduction in school class size. The target will be adjusted for Fiscal Year 2005-06.

<sup>(R)</sup> Some dissatisfaction was expressed by lap swimmers in the second half of the year mostly due to facility issues (facility is less attractive after Masters and swim lessons have already been held, aging of pools, buildings and equipment). Measures have been taken to try and improve ratings.

<sup>(S)</sup> Every Tween Time after-school participant has been enrolled as a Teen Center member.

<sup>(T)</sup> Infrequent weekly reservations during the month of May contributed to the low percentage of group BBQ use.

<sup>(U)</sup> Measure for family table reservations discontinued as there are family tables that do not require a reservation, which makes measure too variable.

<sup>(V)</sup> Drop in volunteers due to economy (moving out of area), aging population of volunteers and discontinuation of programs such as Graffiti Busters.

<sup>(W)</sup> Peak availability is 5:00 p.m. through one-half hour after sunset or 10:00 p.m. for lighted facilities on Monday through Friday and 8:00 a.m. to 5:00 p.m. on Saturday and Sunday.

<sup>(X)</sup> Target for general use permits issued set too high and will be adjusted for Fiscal Year 2005-06.

LT/BUD/LHP-244-01^

**COMMUNITY SERVICES  
DEPARTMENT SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED
Community Services Director	1	1	1
Assistant Community Services Director	1	1	1
Performing Arts Manager	1	1	1
Forestry and Roadway Landscape Manager	1	0 *1	0
Parks Manager	1	1	1
Recreation Manager	1	1	1
Golf Course Operations Manager	1	1	1
Performing Arts Supervisor	3	2.50 *2	2.50
Parks Section Manager	1	1	0 *5
Tree Supervisor/Arborist	1	1	1
Parks Supervisor	4	4	4
Golf Course Superintendent	1	1	1
Assistant Golf Course Superintendent	1	1	0 *6
Assistant Project Manager	0	0	1 *5
Head Golf Professional	1	1	1
Performing Arts Coordinator	1	1	1
Recreation Supervisor	3	3	3
Senior Recreation Coordinator	5	5	5
Volunteer Coordinator	0.75	0.75	0.75
Recreation Coordinator	4.50	4.50	4.50
Retail/Tournament Manager	1	1	1
Tree Trimmer III	1	1	1
Tree Trimmer I/II	5	5	5
Parks Maintenance Worker III	14	13 *1	13
Parks Maintenance Worker I/II	23	21 *1	21
Senior Greenskeeper	1	1	1
Golf Course Equipment Mechanic	1	1	1
Greenskeeper I/II	2	2 *2	2
Greenskeeper I	2	0 *2	0
Irrigation Technician	1	1	1
Teaching Professional	0.50	0.50	0.50
Assistant Golf Professional	5.50	5.50	5.50
Assistant Greenskeeper	5	5	5
Senior Administrative Analyst	1	1	1
Accounting Technician	0.50	0.50	0.50
Executive Assistant	1	1	1
Secretary	3.75	3.75	3.75
Office Assistant III	2.50	1.50 *1	1.50
Office Assistant I/II	1	1	1
Performing Arts Assistant	2.50	3 *3	3
Subtotal Permanent	107.50	100.50	99.50



**COMMUNITY SERVICES  
DEPARTMENT SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED
Balance Farward	107.50	100.50	99.50
Recreation Specialist	0.50	0.50	0.50
Senior Stagehand	1.50	0.75 *1	0 *6
Senior Ticket Service Representative	1.50	1 *1	1
Recreation Leader II	1.75	1.75	1.75
Total Permanent	112.75	104.50	102.75
Total Part-Time Hourly	38.95 *1	40.79 *4	40.52 *6
TOTAL POSITIONS	151.70	145.29	143.27

\*1 Elimination of the Forestry and Roadway Landscape Manager position, one Parks Maintenance Worker III position, two Parks Maintenance Worker I/II positions, one Office Assistant III position, .75 Senior Stagehand position and .50 Senior Ticket Service Representative position.

\*2 Eliminated two Greenskeeper I positions and changed the Greenskeeper II positions to flexibly staffed I/II positions.

\*3 Reclassified one Performing Arts Supervisor position from full-time to half-time and reclassified one Performing Arts Assistant position from half-time to full-time.

\*4 Combination of added hours, eliminated hours and contract dollars converted to hours.

\*5 Mid-year reclassification of the Parks Section Manager position to Assistant Project Manager.

\*6 Eliminated the Assistant Golf Course Superintendent position, the 0.75 Senior Stagehand position and some hours.

DEPARTMENT PROGRAMS	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Community Services Administration	\$ 550,943	562,468	624,119
Performing Arts	1,092,159	1,016,918	1,041,745
Shoreline	1,499,021	1,765,463	1,801,639
Shoreline Golf Links	2,911,371	2,910,171	2,902,177
Forestry and Roadway Landscape	2,160,066	2,149,519	2,289,410
Parks	2,628,692	2,810,133	2,898,098
Recreation	2,679,849	2,858,393	3,135,186
	\$ 13,522,101	14,073,065	14,692,374

EXPENDITURE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Salaries Wages and Benefits	\$ 9,251,994	9,780,661	10,084,835
Supplies and Other Services	3,890,924	3,912,859	4,217,414
Capital Outlay	83,978	46,045	46,925
Interfund Expenditures	295,205	333,500	343,200
TOTAL EXPENDITURES	\$ 13,522,101	14,073,065	14,692,374

---

**COMMUNITY SERVICES  
DEPARTMENT SUMMARY**

---

<u>FUNDING SOURCES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Operating Fund	\$ 9,003,400	9,282,971	9,828,428
General Fund Reserve	3,310	9,460	10,130
Shoreline Golf Links	2,911,371	2,910,171	2,902,177
Shoreline Regional Park Community	1,604,020	1,870,463	1,951,639
TOTAL FUNDING	<u>\$ 13,522,101</u>	<u>14,073,065</u>	<u>14,692,374</u>

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Fines & Forefeitures	\$ 750	0	0
Rents & Leases	441,799	467,300	511,652
Local Intergovernmental Revenue	102,598	99,970	88,000
Recreation Service Charges	793,225	818,030	956,045
Golf Course Service Charges	3,655,156	3,788,770	3,748,615
General Service Charges	4,983	5,520	254,505
Miscellaneous Revenue	451,415	465,600	266,500
Interfund Revenue Transfers	321,000	311,000	511,000
TOTAL REVENUES	<u>\$ 5,770,926</u>	<u>5,956,190</u>	<u>6,336,317</u>

---

## COMMUNITY SERVICES—ADMINISTRATION

### PROGRAM SUMMARY

---

#### PROGRAM MANAGER—COMMUNITY SERVICES DIRECTOR

#### PROGRAM MISSION STATEMENT

To provide leadership and management to the Community Services' divisions in support of their efforts to deliver quality services to the community.

#### PROGRAM FUNCTIONS

- Assure that services provided are responsive to community needs.
- Analyze the department's services to assure they are provided in a cost-effective manner.
- Provide direction and support to all Community Services divisions.
- Provide support to the Parks and Recreation Commission, Heritage Tree Board and Performing Arts Advisory Committee.
- Work closely with other City departments, commissions and committees serviced by the Community Services Department.
- Perform community outreach with local service clubs, civic groups and organizations.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Continue efforts to locate and acquire open space in neighborhoods underserved in regard to park and recreation facilities.
- Assist with the Stevens Creek Trail, Reach 4, Segment 2 (Yuba Drive to Mountain View High School) environmental impact report and design in conjunction with the Public Works Department.
- Assist with the construction of the Shoreline Maintenance Facility in conjunction with the Public Works Department.
- Assist with the construction of the new Senior Center project in conjunction with the Public Works Department.
- Assist with the construction of the Graham School site reservoir and athletic field in conjunction with the Public Works Department.
- Assist with the construction of the Shoreline Golf Links Pro Shop and golf car storage facility in conjunction with the Public Works Department.
- Assist with the implementation of the Community Center improvement project in conjunction with the Public Works Department.
- Develop an interim plan (as needed) for Recreation Division personnel and program providers during the improvements phase of the Community Center.

---

## COMMUNITY SERVICES—ADMINISTRATION

### PROGRAM SUMMARY

---

#### MAJOR PROGRAM CHANGES

- General Operating Fund:

Miscellaneous Reductions

(\$9,100)

Eliminates hourly office help and reduces allowance of internal City rental of the Center for the Performing Arts. *Decreases flexibility to backfill clerical when on vacation or ill. Also requires cost of rental for the Center for the Performing Arts to be absorbed by requesting departments.*

- Shoreline Regional Park Community:

Funding of Fourth of July Event (one-time expenditure)

\$75,000

Provides one-time funding to allow funds to be available one year in advance of the event. Currently, the funds approved each fiscal year are used for the event occurring in that fiscal year, which does not provide sufficient lead time to sponsor the event.

New Orleans by the Bay

(\$30,000)

Eliminates funding for the New Orleans by the Bay event at the Shoreline Amphitheatre. The event has been discontinued by Clear Channel.

LT/BUD

LHP-244-02^

**COMMUNITY SERVICES - ADMINISTRATION  
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Community Services Director	1	1	1
Assistant Community Services Director	0.15	0.15	0.15
Senior Administrative Analyst	1	1	1
Executive Assistant	1	1	1
Total Permanent	<u>3.15</u>	<u>3.15</u>	<u>3.15</u>
Total Part-Time Hourly	<u>0.16</u>	<u>0.16</u>	<u>0</u> *
TOTAL POSITIONS	<u><u>3.31</u></u>	<u><u>3.31</u></u>	<u><u>3.15</u></u>

\* Eliminated hours.

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 420,612	426,712	451,523
Supplies and Other Services	130,331	135,756	172,596
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	<u><u>\$ 550,943</u></u>	<u><u>562,468</u></u>	<u><u>624,119</u></u>

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Fines & Forfeitures	\$ 750	0	0
TOTAL REVENUES	<u><u>\$ 750</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

---

**COMMUNITY SERVICES - ADMINISTRATION  
PROGRAM SUMMARY**

---

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 356,183	351,582	378,159
Wages	238	7,186	0
Benefits	64,191	67,944	73,364
	<u>\$ 420,612</u>	<u>426,712</u>	<u>451,523</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 2,911	4,016	4,016
Maintenance and Operations	0	0	0
Utilities	601	2,190	2,190
Professional/Technical Svcs	112,929	111,735	81,735 *3
Other Expenses	13,890	17,815 *1	84,655 *4
	<u>\$ 130,331</u>	<u>135,756 *2</u>	<u>172,596</u>

\*1 Includes one-time funding of \$6,100 for hepatitis B vaccinations.

\*2 Includes decreased funding of \$4,500 for miscellaneous reductions.

\*3 Includes decreased funding of \$30,000 for New Orleans by the Bay.

\*4 Includes decreased funding of \$2,000 for miscellaneous reductions and one-time funding of \$75,000 for change in funding the 4th of July concert.

---

## NOTES

(This page left intentionally blank)

---

---

## COMMUNITY SERVICES—PERFORMING ARTS PROGRAM SUMMARY

---

### PROGRAM MANAGER—PERFORMING ARTS MANAGER

#### PROGRAM MISSION STATEMENT

The Mountain View Center for the Performing Arts seeks to enrich Silicon Valley audiences through enjoyment, celebration and interaction with the arts.

#### PROGRAM FUNCTIONS

- Provide access to Performing Arts facilities and provide quality service for clients/licensees.
- Provide entertainment opportunities for Center for the Performing Arts patrons.
- Provide education and outreach opportunities to the community.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Implement Center 2004-07 Strategic Plan Year-1 strategies.
- Complete ticket system upgrade analysis.
- Implement, monitor and analyze Year-2 of facility use fee.

#### MAJOR PROGRAM CHANGES

- General Operating Fund:

Senior Stagehand Position (.75) (\$14,000)

Eliminates the .75 permanently staffed Senior Stagehand position and adds hours to support the technical services function. The Technical Services Director will absorb event preparation and maintenance projects. *Reduces technical and Stagehand assistance to clients.*

*Preview Magazine* (\$3,500)

Reduces budget for *Preview Magazine* and places more reliance on advertising sales.  
*No service level impact.*

LT/BUD  
LHP-244-03^



**COMMUNITY SERVICES - PERFORMING ARTS  
PROGRAM SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED
Performing Arts Manager	1	1	1
Performing Arts Supervisor	3	2.50 *1	2.50
Performing Arts Coordinator	1	1	1
Performing Arts Assistant	2.50	3 *1	3
Senior Stagehand	1.50	0.75 *2	0 *4
Senior Ticket Service Representative	1.50	1 *2	1
Total Permanent	10.50	9.25	8.50
Total Part-Time Hourly	0.79	1.34 *3	2.01 *4
TOTAL POSITIONS	11.29	10.59	10.51

\*1 Reclassified one Performing Arts Supervisor position from full-time to half-time and reclassified one Performing Arts Assistant position from half-time to full-time.

\*2 Eliminated a 0.75 Senior Stagehand position and a 0.50 Senior Ticket Service Representative position.

\*3 Added hours.

\*4 Eliminated the 0.75 Senior Stagehand position and added hours.

EXPENDITURE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Salaries Wages and Benefits	\$ 963,159	908,375	914,702
Supplies and Other Services	129,000	108,543	105,043
Capital Outlay	0	0	22,000
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 1,092,159	1,016,918	1,041,745

REVENUE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Rents & Leases	\$ 362,668	352,300	386,652
General Service Charges	0	0	247,200
Miscellaneous Revenue	284,755	326,100	157,000
TOTAL REVENUES	\$ 647,423	678,400	790,852

---

**COMMUNITY SERVICES - PERFORMING ARTS  
PROGRAM SUMMARY**

---

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 594,167	642,823	608,788
Wages	223,333	110,116	139,989
Benefits	145,659	155,436	165,925
	<u>\$ 963,159</u>	<u>908,375</u>	<u>914,702</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 42,250	41,511	42,111
Maintenance and Operations	6,734	15,100	15,100
Utilities	682	650	650
Professional/Technical Svcs	62,819	47,300	43,800 *3
Other Expenses	16,515 *1	3,982	3,382
	<u>\$ 129,000</u>	<u>108,543 *2</u>	<u>105,043</u>

\*1 Includes one-time costs for drapery cleaning.

\*2 Includes decreased fundings of \$19,900 for marketing/public relations products and programs, \$6,500 for ticketing supplies and materials, and \$3,000 for miscellaneous reductions.

\*3 Includes decreased funding of \$3,500 for Preview magazine.

---

## NOTES

(This page left intentionally blank)

---

---

## COMMUNITY SERVICES—SHORELINE

### PROGRAM SUMMARY

---

#### PROGRAM MANAGER—ASSISTANT COMMUNITY SERVICES DIRECTOR

#### PROGRAM MISSION STATEMENT

To provide regional open space facilities and opportunities.

#### PROGRAM FUNCTIONS

- Comply with various regulatory agency requirements as they relate to wetlands, wildlife and land use.
- Provide visitors a safe and secure passive outdoor recreation experience by proper maintenance and supervision of trails, pathways, turf areas and facilities in the Shoreline area.
- Manage a cost-effective volunteer ranger and docent program that will assist in the enforcement of Shoreline and Stevens Creek Trail rules and regulations, the education of visitors and trail users, assist with litter control and maintenance, and conduct tours of the historic Rengstorff House.
- Manage and oversee clubhouse (Michaels Restaurant) and boathouse lessees to assure that these concessions are meeting lease terms and expectation levels of the City.
- Manage and oversee park-related capital improvement projects.
- Provide oversight of golf course operations.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Assist with the Stevens Creek Trail, Reach 4, Segment 2 (Yuba Drive to Mountain View High School) environmental impact report in conjunction with the Public Works Department.
- Assist with the construction of the Shoreline Maintenance Facility in conjunction with the Public Works Department.
- Assist with the construction of the Shoreline Golf Links Pro Shop and golf car storage facility in conjunction with the Public Works Department.
- Renovate play structures at Bubb, Rengstorff, Jackson and Klein Parks as outlined in the 2000 Playground Survey and Assessment Report.
- Assist with the Shoreline Boulevard landscape project (within Shoreline park) in conjunction with the Public Works Department.
- Manage and coordinate construction of the Rengstorff House water tank house project with Friends of the Rengstorff House.
- Assist with the Bubb Park rest room project in conjunction with the Public Works Department.

**COMMUNITY SERVICES - SHORELINE  
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Assistant Community Services Director	0.85	0.85	0.85
Parks Section Manager	0.50	0.50	0 *2
Parks Supervisor	1	1	1
Assistant Project Manager	0	0	0.50 *2
Sr Recreation Coordinator	1	1	1
Parks Maintenance Worker III	2	2.25 *1	2.25
Parks Maintenance Worker I/II	2	2.50 *1	2.50
Secretary	1	1	1
Total Permanent	8.35	9.10	9.10
Total Part-Time Hourly	3.84	3.84	3.84
TOTAL POSITIONS	12.19	12.94	12.94

\*1 Transferred 0.25 Parks Maintenance Worker III position and 0.50 Parks Maintenance Worker I/II position from the Parks Program.

\*2 Mid-year reclassification of Parks Section Manager position to Assistant Project Manager.

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 849,983	1,019,788	1,059,939
Supplies and Other Services	623,044	704,830	710,300
Capital Outlay	0	10,045	0
Interfund Expenditures	25,994	30,800	31,400
TOTAL EXPENDITURES	\$ 1,499,021	1,765,463	1,801,639

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Rents & Leases	\$ 79,131	115,000	125,000
Recreation Service Charges	39,208	0	0
Miscellaneous Revenue	46,826	15,000	15,000
TOTAL REVENUES	\$ 165,165	130,000	140,000

---

**COMMUNITY SERVICES - SHORELINE  
PROGRAM SUMMARY**

---

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 609,208	695,652	712,281
Wages	96,117	145,511	151,422
Benefits	144,658	178,625	196,236
	<u>\$ 849,983</u>	<u>1,019,788</u>	<u>1,059,939</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 63,962	89,787	90,787
Maintenance and Operations	13,680	23,700	22,700
Utilities	101,082	135,600	135,700
Professional/Technical Svcs	396,541	435,408 *1	440,778 *2
Other Expenses	47,779	20,335	20,335
	<u>\$ 623,044</u>	<u>704,830</u>	<u>710,300</u>

\*1 Includes increased funding of \$5,500 for landscape maintenance contract COLA and decreased funding of \$55,800 for the reduction of contract maintenance (offset by the transfer of maintenance staff from the Parks Program).

\*2 Includes increased funding of \$5,400 for landscape maintenance contract COLA.

---

## COMMUNITY SERVICES—SHORELINE GOLF LINKS PROGRAM SUMMARY

---

### PROGRAM MANAGER—GOLF COURSE MANAGER

#### PROGRAM MISSION STATEMENT

To provide golf services.

#### PROGRAM FUNCTIONS

- Manage and operate golf course in such a manner as to maximize operating revenues and control operating expenses.
- Provide golfing customers an enjoyable golfing experience, including enhanced playing conditions and high levels of customer service.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Assist with construction of the Shoreline Maintenance Facility in conjunction with the Public Works Department.
- Assist with the construction of the Shoreline Golf Links Pro Shop and golf car storage facility in conjunction with the Public Works Department.
- Continue to enhance the quality of turfgrass maintenance in order to maintain a high standard of playability for the course.
- Continue to provide a high level of customer services, including those associated with managing the tee sheet and starting functions, golf car rentals, retail sales, practice range operations and services, and the lesson and marshaling program.
- Continue to attract, support and conduct tournament play.
- Implement rate increases as approved by Council and maintain an acceptable pace of play in order to help maximize course revenue.

---

## COMMUNITY SERVICES—SHORELINE GOLF LINKS PROGRAM SUMMARY

---

### MAJOR PROGRAM CHANGES

- Shoreline Golf Links Operations:

Assistant Golf Course Superintendent Position (1.0) (\$83,400)

Eliminates the Assistant Golf Course Superintendent position. *Reduces resources, increases workload and span of control for Golf Course Superintendent.*

Seasonal Maintenance Labor Hours (\$12,000)

Reduces seasonal maintenance labor hours. *Limits flexibility and resources available to maintain course.*

LT/BUD  
LHP-244-08^



**COMMUNITY SERVICES - SHORELINE GOLF LINKS  
PROGRAM SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED	
Golf Course Operations Manager	1	1	1	
Golf Course Superintendent	1	1	1	
Assistant Golf Course Superintendent	1	1	0	*3
Head Golf Professional	1	1	1	
Retail/Tournament Manager	1	1	1	
Senior Greenskeeper	1	1	1	
Golf Course Equipment Mechanic	1	1	1	
Greenskeeper I/II	2	2	2	*1
Greenskeeper I	2	0	0	*1
Irrigation Technician	1	1	1	
Teaching Professional	0.50	0.50	0.50	
Assistant Golf Professional	5.50	5.50	5.50	
Assistant Greenskeeper	5	5	5	
Accounting Technician	0.50	0.50	0.50	
Secretary	0.75	0.75	0.75	
Total Permanent	24.25	22.25	21.25	
Total Part-Time Hourly	7	7.80	7.50	*2
TOTAL POSITIONS	31.25	30.05	28.75	*3

\*1 Eliminated two Greenskeeper I positions and changed the Greenskeeper II positions to flexibly staffed I/II positions.

\*2 Eliminated some Shop Assistant hours and added some Laborer hours.

\*3 Eliminated the Assistant Golf Course Superintendent position and some hours.

EXPENDITURE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Salaries Wages and Benefits	\$ 1,641,480	1,797,217	1,786,323
Supplies and Other Services	1,225,289	1,107,454	1,107,454
Capital Outlay	39,536	0	0
Interfund Expenditures	5,066	5,500	8,400
TOTAL EXPENDITURES	\$ 2,911,371	2,910,171	2,902,177

REVENUE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Golf Course Service Charges	\$ 3,655,156	3,788,770	3,748,615
Miscellaneous Revenue	1,049	0	0
TOTAL REVENUES	\$ 3,656,205	3,788,770	3,748,615

**COMMUNITY SERVICES - SHORELINE GOLF LINKS  
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 1,205,156	1,244,255	1,238,433
Wages	120,728	185,971	177,210
Benefits	315,596	366,991	370,680
	<u>\$ 1,641,480</u>	<u>1,797,217</u>	<u>1,786,323</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 328,571	294,572 *1	278,595
Maintenance and Operations	116,988	135,727	123,106
Utilities	302,268	308,945 *2	362,618
Professional/Technical Svcs	122,531	88,320 *3	86,050
Other Expenses	354,931	279,890	257,085
	<u>\$ 1,225,289</u>	<u>1,107,454 *4</u>	<u>1,107,454</u>

\*1 Includes decreased funding of \$21,600 for materials and supplies.

\*2 Includes decreased funding of \$25,700 for irrigation water.

\*3 Includes decreased funding of \$4,200 for landscape maintenance.

\*4 Includes decreased funding of \$41,100 for miscellaneous reductions.

---

## NOTES

(This page left intentionally blank)

---

---

## COMMUNITY SERVICES—FORESTRY AND ROADWAY LANDSCAPE PROGRAM SUMMARY

---

### PROGRAM MANAGER—PARKS MANAGER

#### PROGRAM MISSION STATEMENT

To provide forestry and roadway landscape maintenance services.

#### PROGRAM FUNCTIONS

- Manage Forestry Program, including maintenance of City trees and enforcement of the Heritage Tree Ordinance.
- Maintain all City landscaped areas, including parks, Stevens Creek Trail, medians, roadways, vacant land and public facilities.
- Maintain downtown area, including Civic Center, Pioneer Park, Castro Street, Transit Center and Adobe Building.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Assist with the development and implementation of Arbor Day 2005.
- Implement a landscape maintenance program for the Evelyn Avenue improvements.
- Revise downtown and roadway median maintenance service plan in accordance with available resources.

#### MAJOR PROGRAM CHANGES

- General Fund Reserve:

Reciprocating Saws (one-time expenditures)

\$4,300

Provides funding to replace eight reciprocating saws for park maintenance.

*Provides for the replacement of necessary equipment to maintain desired level of service.*

LT/BUD

LHP-244-05^

**COMMUNITY SERVICES - FORESTRY AND ROADWAY LANDSCAPE  
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Forestry and Roadway Landscape Manager	1	0 *1	0
Tree Supervisor/Arborist	1	1	1
Parks Supervisor	1	1	1
Tree Trimmer III	1	1	1
Tree Trimmer I/II	5	5	5
Parks Maintenance Worker III	3	3	3
Parks Maintenance Worker I/II	8	8	8
Office Assistant I/II	1	1	1
Total Permanent	21	20	20
Total Part-Time Hourly	1.44	0.56 *2	0.56
TOTAL POSITIONS	22.44	20.56	20.56

\*1 Eliminated the Forestry and Roadway Landscape Manager position.

\*2 Eliminated some hours and transferred some hours to the Parks Program.

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 1,598,003	1,611,264	1,681,765
Supplies and Other Services	447,411	414,155	481,045
Capital Outlay	0	0	0
Interfund Expenditures	114,652	124,100	126,600
TOTAL EXPENDITURES	\$ 2,160,066	2,149,519	2,289,410

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Local Intergovernmental Revenue	\$ 52,598	49,970	38,000
General Service Charges	2,895	2,820	2,855
Miscellaneous Revenue	6,491	500	500
Interfund Revenue Transfers	55,000	55,000	55,000
TOTAL REVENUES	\$ 116,984	108,290	96,355

---

**COMMUNITY SERVICES - FORESTRY AND ROADWAY LANDSCAPE  
PROGRAM SUMMARY**

---

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 1,230,458	1,226,624 *	1,260,196
Wages	40,705	20,833	21,127
Benefits	326,840	363,807	400,442
	<u>\$ 1,598,003</u>	<u>1,611,264</u>	<u>1,681,765</u>
* Includes decreased funding of \$10,400 for overtime.			
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 62,502	39,563	39,563
Maintenance and Operations	2,579	5,550	5,550
Utilities	302,411	307,740	370,300
Professional/Technical Svcs	69,821	53,052	53,052
Other Expenses	10,098	8,250	12,580 *2
	<u>\$ 447,411</u>	<u>414,155 *1</u>	<u>481,045</u>

\*1 Includes decreased fundings of \$14,000 for downtown service levels, \$41,500 for roadway landscaping and urban forest services, \$10,000 for weed abatement, \$6,000 for parcel landscaping, and \$1,500 for miscellaneous reductions.

\*2 Includes one-time funding of \$4,300 for reciprocating saw replacement.

---

## COMMUNITY SERVICES—PARKS

### PROGRAM SUMMARY

---

#### PROGRAM MANAGER—PARKS MANAGER

#### PROGRAM MISSION STATEMENT

To provide park and trail maintenance services for urban parks and regional parks, pedestrian and bicycle trails and open space areas.

#### PROGRAM FUNCTIONS

- Conduct safety inspections of all park and playground areas and equipment.
- Maintain all City parks, Shoreline Regional Park and the City's urban trails, including Stevens Creek Trail.
- Plan and develop new parks and open space as approved by Council.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Assist with the Stevens Creek Trail, Reach 4, Segment 2 (Yuba Drive to Mountain View High School) environmental impact report and design in conjunction with the Public Works Department.
- Assist with the construction of the Shoreline Maintenance Facility in conjunction with the Public Works Department.
- Assist with the construction of the Graham School site reservoir and athletic field in conjunction with the Public Works Department.
- Assist with the renovation of play structures at Bubbs, Rengstorff, Jackson and Klein Parks as outlined in the 2000 Playground Survey and Assessment Report in conjunction with the Shoreline Division.
- Initiate maintenance services for the Hetch-Hetchy right-of-way trail (Whisman Road to Easy Street).
- Initiate the phased installation of the centrally controlled irrigation system replacement project for park and roadway landscaping irrigation operations.

---

## COMMUNITY SERVICES—PARKS

### PROGRAM SUMMARY

---

#### MAJOR PROGRAM CHANGES

- General Operating Fund:

Park Maintenance Seasonal Labor Hours (\$25,500)

Reduces seasonal labor hours by 30.0 percent. This reduction eliminates 1,365 seasonal laborer hours for the six-month season between May and October. The seasonal labor support assists with day-to-day park activities during the busiest time of the year. *Decreases the amount of debris and litter pick-up and maintenance cleaning in neighborhood and district parks on selected weekdays and weekends. Reduces labor resource to assist with planned maintenance work.*

Graham School Maintenance \$28,200

With the execution of the agreement with the school district, the City assumed the maintenance of the Graham School fields. Staff requested a mid-year adjustment for the partial Fiscal Year 2003-04 maintenance. This amount provides funding for Graham School maintenance on an ongoing basis. The full amount may not be necessary due to the pending reservoir construction. Funding for this is offset by a revenue transfer from the Water Fund. *Provides funding necessary for maintenance of Graham School fields as stipulated in contract with the school district.*

Hetch-Hetchy Trail \$7,500

Provides funding for utilities and supplies necessary for the maintenance of Hetch-Hetchy Trail. Contract maintenance of the trail will be absorbed in the existing budget reducing maintenance levels in other trail/park areas. *Provides minimal funding necessary for maintenance of new trail.*

Contract Increase \$2,100

Provides funding for cost-of-living increase for One Source Landscape Maintenance and California Land Management contracts. *Maintains desired level of services.*

LT/BUD  
LHP-244-06^



**COMMUNITY SERVICES - PARKS  
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Parks Manager	1	1	1
Parks Section Manager	0.50	0.50	0 *3
Parks Supervisor	2	2	2
Assistant Project Manager	0	0	0.50 *3
Parks Maintenance Worker III	7	6.75 *1	6.75
Parks Maintenance Worker I/II	13	10.50 *1	10.50
Secretary	1	1	1
Total Permanent	24.50	21.75	21.75
Total Part-Time Hourly	3.56	3.53 *2	2.87 *4
TOTAL POSITIONS	28.06	25.28	24.62

\*1 Transferred .25 Parks Maintenance Worker III position and .50 Parks Maintenance Worker I/II position to the Shoreline Program and eliminated two Parks Maintenance Worker I/II positions.

\*2 Eliminated some hours and transferred some hours from the Forestry and Roadway Landscape Program.

\*3 Mid-year reclassification of the Parks Section Manager position to Assistant Project Manager.

\*4 Eliminated hours.

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 1,815,936	1,953,400	1,999,850
Supplies and Other Services	681,719	699,033	725,948
Capital Outlay	0	0	13,300
Interfund Expenditures	131,037	157,700	159,000
TOTAL EXPENDITURES	\$ 2,628,692	2,810,133	2,898,098

REVENUE SUMMARY

	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Miscellaneous Revenue	\$ 42,462	60,000	0
Interfund Revenue Transfers	10,000	0	0
TOTAL REVENUES	\$ 52,462	60,000	0

**COMMUNITY SERVICES - PARKS  
PROGRAM SUMMARY**

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 1,332,436	1,412,366	1,455,326
Wages	117,342	130,036	107,326
Benefits	366,158	410,998	437,198
	<u>\$ 1,815,936</u>	<u>1,953,400</u>	<u>1,999,850</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 120,071	138,377	146,377
Maintenance and Operations	1,298	2,550	2,550
Utilities	361,686	440,045	441,200
Professional/Technical Svcs	193,051	106,671 *1	123,431
Other Expenses	5,613	11,390	12,390
	<u>\$ 681,719</u>	<u>699,033 *2</u>	<u>725,948 *3</u>

\*1 Includes decreased fundings of \$22,200 for contract maintenance services and \$97,500 for park ranger patrol.

\*2 Includes decreased funding of \$24,800 for miscellaneous reductions and increased fundong of \$1,500 for landscape contract cost of living.

\*3 Includes increased fundings of \$28,200 for Graham School Maintenance, \$7,500 for Hetch-Hetchy Trail, and \$2,100 for contract maintenance cost of living.

---

## COMMUNITY SERVICES —RECREATION PROGRAM SUMMARY

---

### PROGRAM MANAGER—RECREATION MANAGER

#### PROGRAM MISSION STATEMENT

To provide community members recreation opportunities that develop leisure skills, promote healthy lifestyles and stimulate community involvement and pride.

#### PROGRAM FUNCTIONS

- Conduct or schedule youth and adult recreation activities, classes and events based on community preferences at the Community Center, Teen Center, Mountain View Sports Pavilion, Whisman Sports Center, historic Adobe Building as well as various park areas and school sites.
- Provide environmental education classes and camps at Deer Hollow Farm.
- Provide a comprehensive aquatics program using Eagle and Rengstorff Pools.
- Coordinate City-wide volunteer program.
- Provide recreational, educational and social programs for older adults through the Senior Center.
- Organize City special events and facilitate coordination of community special events.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Assist with the construction of the new Senior Center project in conjunction with the Public Works Department.
- Assist with the implementation of the Community Center improvement project in conjunction with the Public Works Department.
- Develop an interim plan (as needed) for Recreation Division personnel and program providers during the improvements phase of the Community Center.
- Restructure contract class and youth sports programs.
- Develop a wider variety of youth classes and youth sports opportunities.
- Develop rental and operation guidelines for the Community Center, Adobe Building, Mountain View Sports Pavilion and Whisman Sports Center.

---

## COMMUNITY SERVICES — RECREATION PROGRAM SUMMARY

---

### MAJOR PROGRAM CHANGES

- General Operating Fund:

Teen, Youth Sports and Youth Classes No Net Increase

Provides funding for contract services in order to provide more teen, youth sports and youth recreation classes. Cost of contract is fully cost recovered by registration fees. *Increases number of classes offered.*

Youth Advisory Committee Placeholder \$60,000

The Youth Advisory Committee and the City Council approved providing placeholder funding for youth programs to be specified at a later time during the fiscal year. *Provides increased funding for youth programs.*

Miscellaneous Increases \$8,100

Restores funding for a building attendant (\$4,700) reduced in a prior year due to anticipated closure of Community Center in order to build new Center, provides for costs related to tuberculosis testing (\$1,300) and for hours related to adding Sunday lap swim day (\$2,100). *Maintains desired level of service.*

General Fund Reserve:

Hepatitis B Vaccinations (one-time expenditure) \$3,300

Provides funding to offer Hepatitis B vaccinations to employees that respond to emergency situations. *Provides protection to employees.*

Rengstorff Pool Guard Chair (one-time expenditure) \$2,500

Provides funding to replace the lifeguard chair at Rengstorff Pool. *Provides for the replacement necessary due to safety issues.*

LT/BUD  
LHP-244-07^

**COMMUNITY SERVICES - RECREATION  
PROGRAM SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED
Recreation Manager	1	1	1
Recreation Supervisor	3	3	3
Senior Recreation Coordinator	4	4	4
Volunteer Coordinator	0.75	0.75	0.75
Recreation Coordinator	4.50	4.50	4.50
Parks Maintenance Worker III	2	1 *1	1
Secretary	1	1	1
Office Assistant III	2.50	1.50 *1	1.50
Recreation Specialist	0.50	0.50	0.50
Recreation Leader II	1.75	1.75	1.75
Total Permanent	21	19	19
Total Part-Time Hourly	22.16	23.56 *2	23.74 *3
TOTAL POSITIONS	43.16	42.56	42.74

\*1 Eliminated a Parks Maintenance Worker III position and an Office Assistant III position.

\*2 Conversion of contract dollars to hours.

\*3 Added hours.

EXPENDITURE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Salaries Wages and Benefits	\$ 1,962,821	2,063,905	2,190,733
Supplies and Other Services	654,130	743,088	915,028
Capital Outlay	44,442	36,000	11,625
Interfund Expenditures	18,456	15,400	17,800
TOTAL EXPENDITURES	\$ 2,679,849	2,858,393	3,135,186

REVENUE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Local Intergovernmental Revenue	\$ 50,000	50,000	50,000
Recreation Service Charges	754,017	818,030	956,045
General Service Charges	2,088	2,700	4,450
Miscellaneous Revenue	69,832	64,000	94,000
Interfund Revenue Transfers	256,000	256,000	456,000
TOTAL REVENUES	\$ 1,131,937	1,190,730	1,560,495

**COMMUNITY SERVICES - RECREATION  
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 1,076,176	1,142,445	1,199,996
Wages	600,658	597,675	615,485 *
Benefits	285,987	323,785	375,252
	<u>\$ 1,962,821</u>	<u>2,063,905</u>	<u>2,190,733</u>
* Includes increased funding of \$4,700 for building attendant and \$2,100 for Sunday lapswim lifeguard.			
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 122,966	131,888	129,958
Maintenance and Operations	17,715	30,869	31,549
Utilities	215,205	239,490	246,905
Professional/Technical Svcs	271,544	305,090	407,320 *3
Other Expenses	26,700	35,751 *1	99,296 *4
	<u>\$ 654,130</u>	<u>743,088 *2</u>	<u>915,028</u>

\*1 Includes one-time funding of \$3,300 for hepatitis B vaccinations.

\*2 Includes increased fundings of \$12,300 for summer camp transportation (offset by increased revenue) and \$4,000 for Deer Hollow Farm operations (offset by increased revenue), and decreased funding of \$3,000 for miscellaneous reductions.

\*3 Includes increased funding of \$100,000 for contract recreation classes.

\*4 Includes increased funding of \$1,300 for tuberculosis testing costs and \$60,000 for youth services placeholder, and one-time fundings of \$3,300 for hepatitis B vaccinations and \$2,500 for a pool guard chair.

---

## NOTES

(This page left intentionally blank)

---

---

## NOTES

(This page left intentionally blank)

---



# LIBRARY SERVICES DEPARTMENT

The Library Services Department is responsible for the administration and provision of library services. The department affirms each person's right to the information, enrichment and pleasure found in books and other forms of recorded knowledge. The highest quality in selection and organization of library resources is provided. Library resources are made easily accessible to the community. The department promotes constant improvement in services to the community by providing a nurturing environment for patrons and staff conducive to innovation, creativity and leadership.

The Library Services Department is, along with most nearby public libraries, a member of the Silicon Valley Library System, a cooperative which develops regional services and solutions to meet the needs of all residents in the area.

## ADMINISTRATION

Administration is responsible for the management of the Library Services Department. General administration of the Library includes facility management, public relations, personnel and acquisition of all materials.

## PUBLIC SERVICES DIVISION

The Public Services Division consists of Children's Services, Teen Services, Adult and Outreach Services, Stack Management Services and Customer Services.

Children's Services provides a full range of materials, services and programs to children, parents, adults working with children, agencies and organizations serving children and educational institutions. This includes providing a carefully selected collection of materials, arranging classes to visit the Library, promoting reading and communication skills through storytelling, book talks, puppets, musical programs, reading readiness programs and preparing special reading lists.

Teen Services provides materials and services to meet the special interests and needs of teens, including a group study area, textbook collection and a collection of popular books and music CDs.

Adult and Outreach Services provides access to information relating to vocational, educational, recreational, cultural and self-improvement needs. Activities include selecting library materials and providing instruction and assistance in their use. Reference and Readers' Advisory Services provides information and materials from sources outside the Library as well as those owned. To promote awareness of available materials, both in print and electronic formats, staff provides talks on books and reading, classes on the Internet, programs on topics of interest to the community, book lists and displays. The Section cooperates with community education programs and maintains a local history collection in cooperation with the Mountain View Historical Association. The Section also provides materials services to day-care centers, retirement homes, after-school care centers, convalescent hospitals, employment sites and residential areas. With the assistance of volunteers, home delivery of materials is provided each month to nonmobile residents through the Library's Special Outreach Services (SOS).

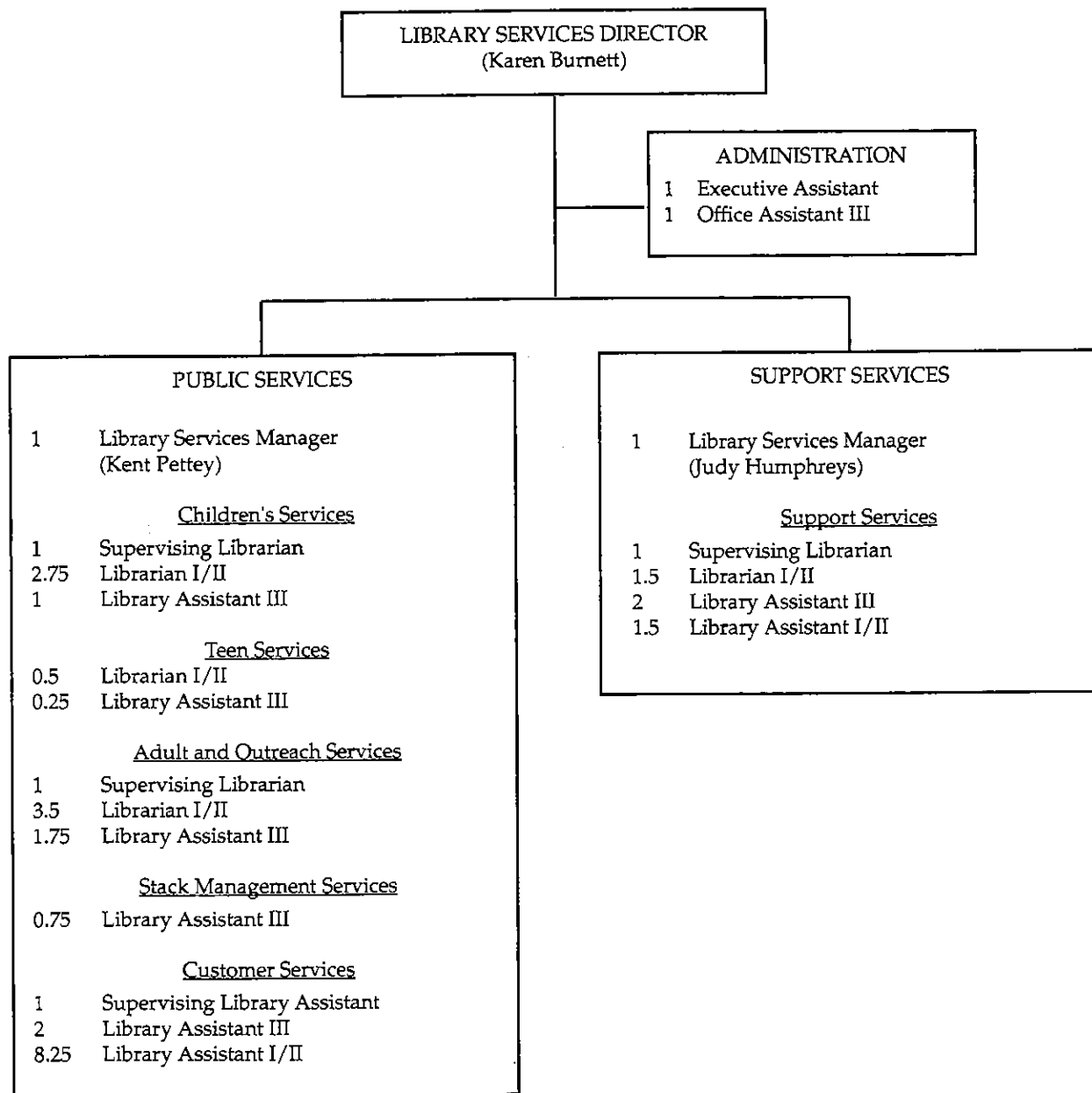
Stack Management Services provides the timely return of Library materials to the shelves and maintains the orderliness of the Library's materials collection.

Customer Services is responsible for the lending and tracking of library materials loaned to the public, registering customers, issuing Library cards, and collecting overdue fines and damage costs.

## SUPPORT SERVICES DIVISION

The Support Services Division provides support of maintaining the Library's automation and catalog systems and physically processing and maintaining of all materials in the Library's collection. Materials located outside the Library's collection are made available to the public through interlibrary loans and the Link+ service, which is a consortium of academic and public libraries. This division also oversees the management and operation of the Library's automated catalog and circulation system, personal computers and access to the Internet. The catalog is publicly available from home or office computers 24 hours a day using the Internet or dial-up access.

# LIBRARY SERVICES DEPARTMENT



FISCAL YEAR 2004-05 POSITION TOTALS: 23.0 Full-Time  
11.75 Permanent Part-Time

---

## LIBRARY SERVICES DEPARTMENT SUMMARY

---

### DEPARTMENT MANAGER-LIBRARY SERVICES DIRECTOR

#### DEPARTMENT MISSION STATEMENT

The City of Mountain View Public Library is the information center for our diverse community, providing a dynamic place to share resources and ideas, to find joy in reading and to experience the power of lifelong learning.

#### DEPARTMENT FUNCTIONS

- Offer a variety of library materials, technology and assistance to help customers meet their information needs. (M 1, 2, 3, 4, 7, 8, 11)
- Provide a quality collection of popular and enduring materials for customers to use and borrow. (M 1, 2, 3, 5, 11, 12, 13)
- Provide quality services, systems and facilities to be a welcoming place that enhances the quality of community life. (M 7, 8, 10)

#### MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Continue to implement appropriate goals of the strategic plan using the resources available.
- Offer a variety of outreach services to the community, including a new mobile library service.
- Improve customer response methods utilizing technology and new strategies.
- Enhance and improve the Library's collections.
- Expand the Teen Service Program by working with other city and community resources.
- Continue to improve work flow and processes for maximum efficiency, using new technology where applicable.

#### PERFORMANCE/WORKLOAD MEASURES

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
<b>Public Services:</b>					
1. Number of visitors and Library customers	750,000	665,962 <sup>(A)</sup>	750,000	654,586 <sup>(B)</sup>	700,000
2. Number of items circulated per capita	11	15.32	14	16.35	16
3. Number of items circulated per registered borrower	9	14.26	12	13.52	14
4. Percent of circulation that is customer self-check	>40%	23.17% <sup>(C)</sup>	>40%	31.33% <sup>(D)</sup>	>50%

---

**LIBRARY SERVICES  
DEPARTMENT SUMMARY**

---

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
5. Percent of customers satisfied with the availability of materials (survey)	>80%	74.1% <sup>(C)</sup>	>80%	82.5%	>80%
6. Percent of customers satisfied with the availability of items in browsing fill (survey)	>95%	83.7% <sup>(B)</sup>	>95%	94%	Discontinued (see M 5) <sup>(B)</sup>
7. Percent of customers satisfied with the accessibility, friendliness and helpfulness of Library staff (survey)	>90%	87.1% <sup>(C)</sup>	>90%	92.7%	>90%
8. Percent of customers satisfied with the facility; the ease of use and accessibility of equipment (survey)	>90%	85.1% <sup>(C)</sup>	>90%	94.2%	>90%
9. Percent of operating budget designated to material expenditures	>10%	10.8%	>10%	9.6% <sup>(C)</sup>	Discontinued (C)
10. Number of children participating in children's programs	25,000	28,201	25,000	32,009	23,000
11. Number of in-Library use of books and magazines	300,000	227,094 <sup>(A)</sup>	300,000	220,592 <sup>(A)</sup>	225,000
12. Turnover rate:					
— Juvenile collection	4	3.66	4	3.75	4
— Media collection	15	14.79	15	14.71	15
— Total collection	3	3.66	3	3.86	3
<b>Support Services:</b>					
13. Percent of new items that are available for public use within 3 weeks of receipt	>80%	82.4%	>80%	72% <sup>(H)</sup>	>80%

<sup>(A)</sup> This measure's target is set high. Target adjusted for Fiscal Year 2004-05.

<sup>(B)</sup> During the third quarter, the gate counter was turned off for several weekends so count is incomplete.

<sup>(C)</sup> These measures were established in Fiscal Year 2002-03.

<sup>(D)</sup> All three self-check units not installed until February 2004. Percent of circulation that was customer self-check for the fourth quarter only was 49 percent.

<sup>(E)</sup> Lower than expected due to the design of the survey. This will be reviewed prior to the next survey.

<sup>(F)</sup> Measure reevaluated and incorporated into Measure 5 for Fiscal Year 2004-05.

<sup>(G)</sup> Target will most likely not be met as adopted budget only allocates 9.2 percent of operating budget to materials. Measure discontinued for Fiscal Year 2004-05 due to City's fiscal constraints.

<sup>(H)</sup> Staffing changes affected number of days for new items to be shelved.

KP/BUD  
LHP-026-01^

**LIBRARY SERVICES  
DEPARTMENT SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED
Library Services Director	1	1	1
Library Services Manager	2	2	2
Supervising Librarian	3	3	3
Librarian I/II	9 *1	8.25 *1/2	8.25
Supervising Library Assistant	1	1	1
Executive Assistant	1	1	1
Library Assistant III	8.75	8.75	7.75 *4
Library Assistant I/II	11.75 *1	10.25 *1	9.75 *4
Office Assistant III	1	1	1
Bookmender	1	1	0 *4
Total Permanent	39.50	37.25	34.75
Total Part-Time Hourly	11.10	9.64 *3	9.64
TOTAL POSITIONS	50.60	46.89	44.39

\*1 Unfunded .25 Librarian I/II position and 1.5 Library Assistant I/II positions for FY 2002-03 and eliminated them in FY 2003-04.

\*2 Eliminated .50 Librarian I/II position.

\*3 Reduced hourly help due to discontinuation of Bookmobile services.

\*4 Eliminated one Library Assistant III position, 0.50 Library Assistant I/II position and the Bookmender position.

DEPARTMENT PROGRAMS	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Library Services Administration	\$ 505,541	535,995	468,928
Public Services	2,703,738	2,665,188	2,700,120
Support Services	689,082	744,771	753,594
	\$ 3,898,361	3,945,954	3,922,642

**LIBRARY SERVICES  
DEPARTMENT SUMMARY**

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 3,298,371	3,307,148	3,273,149
Supplies and Other Services	577,042	606,706	615,993
Capital Outlay	4,527	32,000	33,500
Interfund Expenditures	18,421	100	0
TOTAL EXPENDITURES	<u>\$ 3,898,361</u>	<u>3,945,954</u>	<u>3,922,642</u>
<u>FUNDING SOURCES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Operating Fund	\$ 3,806,250	3,903,840	3,902,642
General Fund Reserve	92,111	42,114	20,000
TOTAL FUNDING	<u>\$ 3,898,361</u>	<u>3,945,954</u>	<u>3,922,642</u>
<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
State Intergovernmental Revenue	\$ 65,283	800	0
General Service Charges	104,573	186,230	145,350
Miscellaneous Revenue	12,856	5,000	5,000
TOTAL REVENUES	<u>\$ 182,712</u>	<u>192,030</u>	<u>150,350</u>

---

## NOTES

(This page left intentionally blank)

---

---

## LIBRARY SERVICES—ADMINISTRATION PROGRAM SUMMARY

---

### PROGRAM MANAGER—LIBRARY SERVICES DIRECTOR

#### PROGRAM MISSION STATEMENT

To provide responsive administrative leadership and support to effectively and efficiently offer comprehensive library services to a diverse community.

#### PROGRAM FUNCTIONS

- Provide administrative support for the Library staff, Library Board and the community through effective management of resources.
- Develop and monitor the Library budget.
- Provide staff with appropriate training and team-building opportunities to strengthen the delivery of library services to the community.
- Provide information about library services and programs and promote library services to the diverse Mountain View community.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Continue to implement appropriate goals of the strategic plan using the resources available.
- Offer a variety of outreach services to the community, including a new mobile library service.
- Improve customer response methods utilizing technology and new strategies.
- Continue to refine staffing assignments, policies and procedures to maximize resources.
- Improve public information and promotion methods and materials.

KP/BUD  
LHP-026-02^



**LIBRARY SERVICES - ADMINISTRATION  
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Library Services Director	1	1	1
Executive Assistant	1	1	1
Library Assistant III	1	1	0 *
Office Assistant III	1	1	1
Total Permanent	<u>4</u>	<u>4</u>	<u>3</u>
Total Part-Time Hourly	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL POSITIONS	<u>4</u>	<u>4</u>	<u>3</u>

\* Transferred one Library Assistant III position to the Public Services program.

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 389,599	403,400	342,933
Supplies and Other Services	111,415	100,495	92,495
Capital Outlay	4,527	32,000	33,500
Interfund Expenditures	0	100	0
TOTAL EXPENDITURES	<u>\$ 505,541</u>	<u>535,995</u>	<u>468,928</u>

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
State Intergovernmental Revenue	\$ 65,283	800 *	0
General Service Charges	2,343	29,750	8,800
Miscellaneous Revenue	6,045	5,000	5,000
TOTAL REVENUES	<u>\$ 73,671</u>	<u>35,550</u>	<u>13,800</u>

\* Includes elimination of \$50,000 for State Public Library Funds.

---

**LIBRARY SERVICES - ADMINISTRATION  
PROGRAM SUMMARY**

---

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 304,994	316,274	271,298
Wages	27,472	22,525	22,525
Benefits	57,133	64,601	49,110
	<u>\$ 389,599</u>	<u>403,400</u>	<u>342,933</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 28,980	35,200 *	24,400
Maintenance and Operations	19,853	14,618	15,418
Utilities	5,860	24,750	24,750
Professional/Technical Svcs	7,596	15,461	15,461
Other Expenses	49,126	10,466	12,466
	<u>\$ 111,415</u>	<u>100,495</u>	<u>92,495</u>

\* Includes elimination of \$50,000 for State Public Library funds (PLF).

---

## LIBRARY SERVICES—PUBLIC SERVICES PROGRAM SUMMARY

---

### PROGRAM MANAGER—LIBRARY SERVICES MANAGER

#### PROGRAM MISSION STATEMENT

To facilitate the connection of the customer to information resources, develop quality library collections and provide lending services.

#### PROGRAM FUNCTIONS

- Offer a variety of library materials, technology and assistance to help customers meet their information needs.
- Provide a quality collection of popular and enduring materials for customers to use and borrow.
- Provide quality services, systems and facilities to be a welcoming place that enhances the quality of community life.
- Provide quality reference assistance.
- Improve access to library materials by providing a variety of outreach services to the community.
- Ensure the preservation of the historical record of the City of Mountain View.
- Shelve materials in all sections of the Library accurately and in a timely manner.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Offer a variety of outreach services to the community, including a new mobile library service.
- Improve customer response methods utilizing technology and new strategies.
- Expand and improve the Library's collections.
- Expand the Teen Service Program by working with other city and community resources.
- Provide a variety of age-specific programming to meet a variety of community interests and needs.

---

LIBRARY SERVICES—PUBLIC SERVICES  
PROGRAM SUMMARY

---

MAJOR PROGRAM CHANGES

- General Operating Fund:

Library Staffing (1.0) (\$70,800)

Eliminates one-half of a Library Assistant III position and a half-time Library Assistant II position in Circulation. This reduction is part of the department's goal to streamline operations and utilize technology. *Reduces staffing available to the public, reduces flexibility of staffing hours of operation and relies more on technology.*

- General Fund Reserve:

Materials Budget (one-time expenditures) \$20,000

Provides one-time funding to enhance the Adult Materials collection. *Provides enhanced materials available in the Adult collection.*

KP/BUD  
LHP-026-03^

**LIBRARY SERVICES - PUBLIC SERVICES  
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Library Services Manager	1	1	1
Supervising Librarian	2	2	2
Librarian I/II	7.50 *1	6.75 *1/3	6.75
Supervising Library Assistant	1	1	1
Library Assistant III	5.25	5.25	5.75 *5
Library Assistant I/II	10.25 *2	8.75 *2	8.25 *6
Total Permanent	27	24.75	24.75
Total Part-Time Hourly	11.10	9.64 *4	8.26 *7
TOTAL POSITIONS	38.10	34.39	33.01

\*1 Unfunded .25 Librarian I/II position for FY 2002-03 and eliminated it in FY 2003-04.

\*2 Unfunded 1.5 Library Assistant I/II positions for FY 2002-03 and eliminated them in FY 2003-04.

\*3 Eliminated .50 Librarian I/II position.

\*4 Reduced hourly help due to discontinuation of Bookmobile services.

\*5 Transferred one Library Assistant III position from the Administration program and eliminated 0.50 position (which was transferred to the Support Services Program mid-year).

\*6 Eliminated 0.50 Library Assistant I/II position.

\*7 Transferred hours to the Support Services Program.

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 2,278,652	2,233,934	2,284,480
Supplies and Other Services	406,665	431,254	415,640
Capital Outlay	0	0	0
Interfund Expenditures	18,421	0	0
TOTAL EXPENDITURES	\$ 2,703,738	2,665,188	2,700,120

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Service Charges	\$ 102,230	151,990	126,660
Miscellaneous Revenue	6,811	0	0
TOTAL REVENUES	\$ 109,041	151,990	126,660

**LIBRARY SERVICES - PUBLIC SERVICES  
PROGRAM SUMMARY**

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 1,500,658	1,536,310	1,575,377
Wages	427,305	296,104 *1	274,275
Benefits	350,689	401,520	434,828
	<u>\$ 2,278,652</u>	<u>2,233,934</u>	<u>2,284,480</u>

\*1 Includes decreased funding of \$87,800 for discontinuation of Bookmobile services.

<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 303,433	365,140	368,640
Maintenance and Operations	32	0	0
Utilities	1,081	0	0
Professional/Technical Svcs	10,000	24,000	27,000
Other Expenses	92,119 *1	42,114 *2	20,000 *3
	<u>\$ 406,665</u>	<u>431,254</u>	<u>415,640</u>

\*1 Includes one-time costs for book collection/materials.

\*2 Includes one-time funding of \$18,000 for hourly computer monitors and rebudget of one-time fund balance of \$24,114.

\*3 Includes one-time funding of \$20,000 for the Adult library book collection.

---

## LIBRARY SERVICES—SUPPORT SERVICES

### PROGRAM SUMMARY

---

#### PROGRAM MANAGER—LIBRARY SERVICES MANAGER

#### PROGRAM MISSION STATEMENT

To manage library computers and computer systems and maintain the on-line catalog, to manage the physical condition of library collections and to provide and support resource sharing services.

#### PROGRAM FUNCTIONS

- Provide quality services, systems and facilities to be a welcoming place that enhances the quality of community life.
- Catalog, classify and process all incoming print and media items and all current issues of periodicals in a timely manner.
- Create and maintain the integrity of indexes which facilitate location and use of resources in the Library's collection.
- Maintain the library's computer system and make recommendations for the purchase of hardware and software to support the Library's service objectives.
- Maintain the physical condition of the Library's collection.
- Provide access to materials not held in the Library's collection through resource sharing and interlibrary loan services.
- Support collection development activities through the timely, efficient and accurate acquisition of library materials within established budgetary parameters.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Improve customer response methods utilizing technology and new strategies.
- Continue to improve work flow and processes for maximum efficiency, using new technology where applicable.
- Continue the implementation and integration of new features and functionality of the Innovative Interfaces, Inc. software into workflow processes throughout the Library.
- Provide training for staff as needed to accomplish these goals.

---

## LIBRARY SERVICES—SUPPORT SERVICES PROGRAM SUMMARY

---

### MAJOR PROGRAM CHANGES

- General Operating Fund:

Library Staffing (1.5) (\$94,700)

Eliminates one-half of a Library Assistant III position in Cataloging and a Bookmender position. This reduction is part of the department's goal to streamline operations and utilize technology. *Reduces staff available to the public, reduces flexibility of staffing hours of operation and relies more on technology and outsourcing some functions.*

Materials Cataloging and Processing Contract \$25,500

Provides funding for processing and cataloging materials through contract rather than staff. *Provides efficiency in materials cataloging and processing.*

Delivery Service for Interlibrary Borrowing/Lending No Net Increase

Provides additional funding for delivery services. The Library belongs to Link+, a resource-sharing consortia of public and academic libraries State-wide. The consortia contracts for the moving of materials due to borrowing and lending books/materials from/to other libraries. This cost is offset by reimbursement from the State Library. *Increases interlibrary borrowing/lending and provides access to large library collections.*

KP/BUD  
LHP-026-04^



**LIBRARY SERVICES - SUPPORT SERVICES  
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Library Services Manager	1	1	1
Supervising Librarian	1	1	1
Librarian I/II	1.50	1.50	1.50
Library Assistant III	2.50	2.50	2 *1
Library Assistant I/II	1.50	1.50	1.50
Bookmender	1	1	0 *1
Total Permanent	<u>8.50</u>	<u>8.50</u>	<u>7</u>
Total Part-Time Hourly	<u>0</u>	<u>0</u>	<u>1.38 *2</u>
TOTAL POSITIONS	<u>8.50</u>	<u>8.50</u>	<u>8.38</u>

\*1 Eliminated 0.50 Library Assistant III position and the Bookmender position.

\*2 Transferred hours from the Public Services Program.

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 630,120	669,814	645,736
Supplies and Other Services	58,962	74,957	107,858
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	<u>\$ 689,082</u>	<u>744,771</u>	<u>753,594</u>

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Service Charges	\$ 0	4,490	9,890
TOTAL REVENUES	<u>\$ 0</u>	<u>4,490</u>	<u>9,890</u>

---

**LIBRARY SERVICES - SUPPORT SERVICES  
PROGRAM SUMMARY**

---

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 527,673	551,639	491,757
Wages	0	0	35,522
Benefits	102,447	118,175	118,457
	<u>\$ 630,120</u>	<u>669,814</u>	<u>645,736</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 33,730	26,657	54,157 *1
Maintenance and Operations	318	0	0
Utilities	355	0	0
Professional/Technical Svcs	24,559	45,800	51,201 *2
Other Expenses	0	2,500	2,500
	<u>\$ 58,962</u>	<u>74,957</u>	<u>107,858</u>

\*1 Includes increased funding of \$25,500 for materials cataloging and processing.

\*2 Includes increased funding of \$5,400 for delivery services.

---

## NOTES

(This page left intentionally blank)

---

---

## NOTES

(This page left intentionally blank)

---

# FIRE DEPARTMENT

The Fire Department provides disaster preparedness and recovery training, fire prevention and housing code enforcement, fire suppression, rescue, emergency medical care, hazardous materials incident response and prevention, industrial waste discharge and general surface water pollution prevention and special services to the community. Department equipment and personnel are strategically deployed throughout the City to rapidly assist citizens when emergencies occur.

## **ADMINISTRATION**

Administration is responsible for management of the Fire Department. The division provides strategic planning, leading, managing and supporting Fire Department personnel, and programs in the accomplishment of the Department's mission.

## **SUPPRESSION DIVISION**

The Suppression Division consists of the Operations, the Personnel and Training and the Office of Emergency Services/Public Information Sections.

The Operations Section provides firefighting, hazardous materials incident, paramedic and rescue response services from five fire stations strategically located throughout the City. Firefighters also conduct fire prevention inspections, public education, equipment and facilities maintenance, as well as ongoing training activities. Paramedic Firefighters are assigned to every fire station.

The Personnel and Training Section plans, schedules and provides training to Firefighters. The section also coordinates the Firefighter recruitment and selection process.

The Office of Emergency Service/Public Information Section is responsible for disaster preparedness and coordinates disaster response.

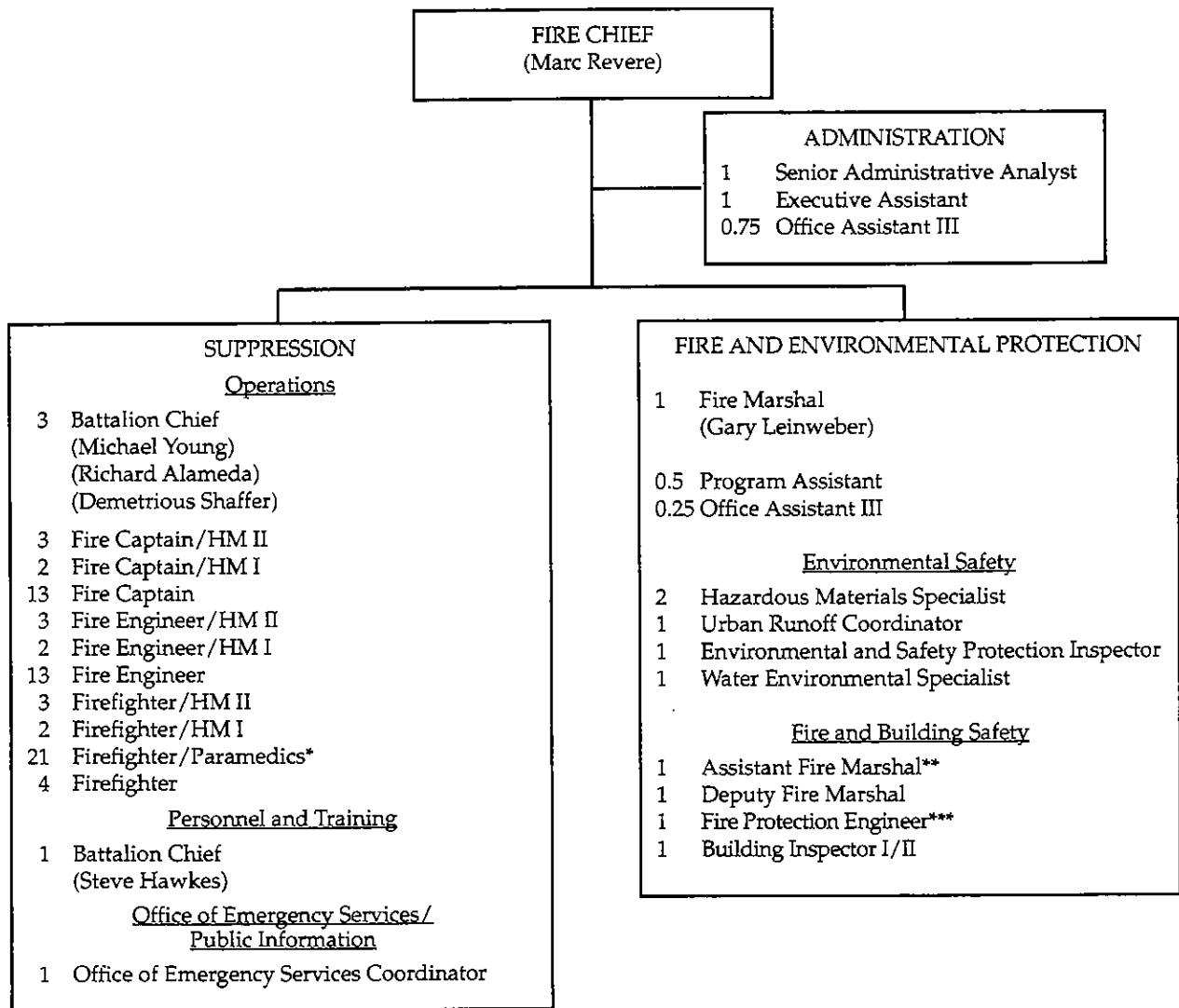
## **FIRE AND ENVIRONMENTAL PROTECTION DIVISION**

The Fire and Environmental Protection Division consists of the Environmental Safety and the Fire and Building Safety Sections.

The Environmental Safety Section is responsible for the enforcement of local hazardous materials storage codes, State underground chemical storage tank regulations, industrial waste discharge, and Federal and State regulations related to the control of industrial waste and storm water runoff. Efforts are aimed at preventing uncontrolled releases and movement of hazardous and toxic substances.

The Fire and Building Safety Section is responsible for conducting the City's fire and housing code enforcement programs, fire cause investigations and technical support to the Suppression Division.

# FIRE DEPARTMENT



FISCAL YEAR 2004-05 POSITION TOTALS: 85.0 Full-Time  
0.5 Permanent Part-Time

\* Authorization of 21 Paramedics includes Engineer level.  
 \*\* Position reclassified to a civilian position, title to be determined.  
 \*\*\* Located in Community Development Department but budgeted in Fire Department.

---

## FIRE DEPARTMENT SUMMARY

---

### DEPARTMENT MANAGER–FIRE CHIEF

### DEPARTMENT MISSION STATEMENT

To save lives and property, protect the environment and minimize risks of fire and natural disaster by translating service requests into action and investing in education, training and prevention.

### DEPARTMENT FUNCTIONS

- Develop long-range plan process for modifications and changes in departmental activity based upon changing conditions.
- Respond quickly to all emergencies and take appropriate actions thereby reducing loss of life, property and environmental damage while ensuring the safety of all Fire personnel involved. (M 1)
- Maintain a professional level of operational readiness as Firefighters, Paramedics, Emergency Medical Technicians, Hazardous Materials First-Responders, Hazardous Materials Technicians and Rescuers. (M 2, 3)
- Provide annual training and coordination for City staff and residential and business community volunteers on disaster preparedness, response and recovery.
- Ensure that facilities using or storing hazardous materials, or discharging wastewater into the sanitary or storm sewers comply with applicable Federal, State and local requirements. (M 4, 5)
- Maintain an ongoing fire prevention program, hazardous materials and underground storage tank inspection program. (M 5, 7)
- Maintain a rental housing inspection program. (M 6, 7)

### MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Study feasibility of providing fire response service to Moffett.
- Modify City's emergency plan to include a terrorism annex and conduct training to update City employees on the new annex.
- Participate in a 12-month pilot program that will evaluate a new AutoPulse CPR device.
- Coordinate reorganization of Fire and Environmental Protection Division.

---

**FIRE**  
**DEPARTMENT SUMMARY**

---

PERFORMANCE/WORKLOAD MEASURES

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
<b>Suppression:</b>					
1. Percent of emergency calls (Fire, Paramedic, Hazardous Materials, etc.) that Fire Department units arrive on scene within six minutes of notification	>85%	89%	>85%	90%	>85%
2. Fire calls per 1,000 population	2.26	1.65	1.7	1.71	1.7
3. Emergency medical responses per 1,000 population	40.93	35.61	38	39.87	38
<b>Fire and Environmental Protection:</b>					
4. Percent of plans checked within five working days of receipt by division	100%	100%	100%	99% <sup>(A)</sup>	100%
5. Number of inspections conducted by Environment Safety Section	1,500	1,477	1,500	1,993 <sup>(B)</sup>	1,500
6. Percent of total apartment and hotel complex inventory proactively inspected annually	>20%	21.2%	>20%	21.2%	Discontinued <sup>(C)</sup>
7. Percent of total R1 inventory inspected annually		New for FY 2003-04	100%	98%	Discontinued <sup>(C)</sup>

<sup>(A)</sup> During the first quarter, one plan check in 25 did not meet the goal of five days.

<sup>(B)</sup> More inspections conducted than usual as certain inspections were performed by fire prevention staff instead of fire suppression staff due to high life-safety concern.

<sup>(C)</sup> Measures discontinued due to budget changes.

LM/BUD  
LHP-172-01^



**FIRE  
DEPARTMENT SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED
Fire Chief	1	1	1
Battalion Chief	4	4	4
Fire Marshal	1	1	1
Office of Emergency Svcs Coordinator	1	1	1
Assistant Fire Marshal	1	1	1 *3
Fire Protection Engineer	2	1 *2	1
Deputy Fire Marshal	1	1	1
Fire Captain/HM II	3	3	3
Fire Captain/HM I	2	2	2
Fire Captain	13	13	13
Fire Engineer/HM II	3	3	3
Fire Engineer/HM I	2	2	2
Fire Engineer	13	13	13
Firefighter/HM II	3	3	3
Firefighter/HM I	2	2	2
Firefighter/Paramedic	21 *1	21 *1	21 *1
Firefighter	4	4	4
Haz Mat Specialist	2	2	2
Urban Runoff Coordinator	1	1	1
Environmental & Safety Protection Inspector	0	0	1 *4
Water Environmental Specialist	2	2	1 *4
Program Assistant	0.50	0.50	0.50
Building Inspector I/II	2	2	1 *5
Senior Administrative Analyst	1	1	1
Executive Assistant	1	1	1
Office Assistant III	2	1 *2	1
Total Permanent	88.50	86.50	85.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	88.50	86.50	85.50

\*1 Authorization of 21 Paramedics includes Engineer level.

\*2 Eliminated a Fire Protection Engineer position and an Office Assistant III position.

\*3 Assistant Fire Marshal position reclassified to civilian position, title to be determined.

\*4 Mid-year reclassification of a Water Environmental Specialist position to Environmental & Safety Protection Inspector.

\*5 Elimination of a Building Inspector I/II position.

**FIRE  
DEPARTMENT SUMMARY**

<u>DEPARTMENT PROGRAMS</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Fire Administration	\$ 552,673	536,137	574,456
Fire Suppression	10,907,512	11,358,085	12,191,508
Fire and Environmental Protection	1,709,707	1,840,331	1,766,070
	<u>\$ 13,169,892</u>	<u>13,734,553</u>	<u>14,532,034</u>

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 11,945,355	12,682,956	13,429,412
Supplies and Other Services	758,343	796,497	784,322
Capital Outlay	234,177	0	50,500
Interfund Expenditures	232,017	255,100	267,800
TOTAL EXPENDITURES	<u>\$ 13,169,892</u>	<u>13,734,553</u>	<u>14,532,034</u>

<u>FUNDING SOURCES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Operating Fund	\$ 11,988,502	12,499,693	13,228,929
General Fund Reserve	184,426	24,400	32,000
Budget Transition Reserve	0	20,000	0
Shoreline Regional Park Community	83,021	95,253	97,878
Wastewater	913,943	1,095,207	1,173,227
TOTAL FUNDING	<u>\$ 13,169,892</u>	<u>13,734,553</u>	<u>14,532,034</u>

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Licenses & Permits	\$ 293,977	290,040	519,195
Fines and Forfeitures	12,202	0	0
State Intergovernmental Revenue	17,292	13,250	15,000
General Service Charges	160,098	130,550	176,171
Miscellaneous Revenue	272,274	231,890	234,070
TOTAL REVENUES	<u>\$ 755,843</u>	<u>665,730</u>	<u>944,436</u>

---

## NOTES

(This page left intentionally blank)

---

---

## FIRE—ADMINISTRATION PROGRAM SUMMARY

---

### PROGRAM MANAGER—FIRE CHIEF

### PROGRAM MISSION STATEMENT

To provide leadership and management to Fire Department divisions; identify related needs of the community and effectively manage department resources toward meeting those needs.

### PROGRAM FUNCTIONS

- Develop long-range plan process for modifications and changes in departmental activity based upon changing conditions.
- Keep City Management and Council apprised of enhanced service level alternatives.
- Act as a liaison between the department, other jurisdictions and agencies to maximize the effectiveness of the organization and to share resources when appropriate.
- Analyze and plan for the department's capital and personnel needs based upon budget cycle.
- Keep current on legislation that affects Fire Department-related services.

### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Study feasibility of providing fire response services to Moffett.
- Study alternative funding sources to help support the Emergency Medical Services Program.
- Provide assistance to the Fire Marshal during Fire and Environmental Protection Division reorganization.

LM/BUD  
LHP-172-02^

**FIRE - ADMINISTRATION  
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2002-03 ADJUSTED</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Fire Chief	1	1	1
Senior Administrative Analyst	1	1	1
Executive Assistant	1	1	1
Office Assistant III	1.75	0.75 *	0.75
Total Permanent	4.75	3.75	3.75
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	4.75	3.75	3.75

\* Eliminated an Office Assistant III position.

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 488,924	473,493	514,312
Supplies and Other Services	54,841	54,944	54,944
Capital Outlay	1,946	0	0
Interfund Expenditures	6,962	7,700	5,200
TOTAL EXPENDITURES	\$ 552,673	536,137	574,456

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Miscellaneous Revenue	\$ 291	0	0
TOTAL REVENUES	\$ 291	0	0

---

**FIRE - ADMINISTRATION  
PROGRAM SUMMARY**

---

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 386,094	373,602	389,986
Wages	3,241	0	0
Benefits	99,589	99,891	124,326
	<u>\$ 488,924</u>	<u>473,493</u>	<u>514,312</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 35,237	43,014	40,014
Maintenance and Operations	1,492	2,000	2,000
Utilities	0	0	0
Professional/Technical Svcs	9,932	0	3,000
Other Expenses	8,180	9,930 *	9,930
	<u>\$ 54,841</u>	<u>54,944</u>	<u>54,944</u>

\* Includes decreased funding of \$3,300 for miscellaneous training and travel reductions.

---

## FIRE—SUPPRESSION PROGRAM SUMMARY

---

### PROGRAM MANAGER—FIRE CHIEF

### PROGRAM MISSION STATEMENT

To provide a well-trained, effective response force that safeguards lives and property and protect the environment by providing services which reduce the risk or losses incurred by fire, medical emergencies, hazardous materials incidents and natural disasters, and to prepare City staff and community for response to and recovery from natural and man-made disasters.

### PROGRAM FUNCTIONS

- Respond quickly to all emergencies and take appropriate actions thereby reducing loss of life, property and environmental damage while ensuring the safety of all Fire personnel involved.
- Maintain a professional level of operational readiness as Firefighters, Paramedics, Emergency Medical Technicians, Hazardous Materials First-Responders, Hazardous Materials Technicians and Rescuers.
- Provide annual training and coordination for City staff and residential and business community volunteers on disaster preparedness, response and recovery.
- Participate in ongoing fire and life safety activities through public education, community training, prefire planning and fire prevention inspections.
- Seek out and consider for organizational incorporation cost-effective innovations in equipment and methodologies.
- Maintain the Emergency Operations Center (EOC) in a state of readiness.

### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Modify City's emergency plan to include a terrorism annex and conduct training to update City employees on the new annex.
- Participate in a 12-month pilot program that will evaluate a new AutoPulse CPR device.
- Implement 12-lead defibrillator external cardiac pacing capabilities.
- Develop an emergency response plan and time line for the new Highway 101 interchange.
- Review and update automatic aid agreements with Palo Alto, Sunnyvale and Santa Clara County fire departments.

---

## FIRE—SUPPRESSION PROGRAM SUMMARY

---

### MAJOR PROGRAM CHANGES

- General Fund Reserve:

New Hire Cost (one-time expenditure)

\$32,000

Provides one-time funding for background investigations of four Firefighter candidates and other "start-up" costs for new Firefighters. The department anticipates four Firefighter vacancies from retirements during Fiscal Year 2004-05. Associated recruitment costs are located in the Employee Services Department.  
*Maintains desired level of recruiting standards.*

LM/BUD  
LHP-172-03^



**FIRE - SUPPRESSION  
PROGRAM SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED
Battalion Chief	4	4	4
Office of Emergency Services Coordinator	1	1	1
Fire Captain/HM II	3	3	3
Fire Captain/HM I	2	2	2
Fire Captain	13	13	13
Fire Engineer/HM II	3	3	3
Fire Engineer/HM I	2	2	2
Fire Engineer	13	13	13
Firefighter/HM II	3	3	3
Firefighter/HM I	2	2	2
Firefighter/Paramedic	21 *	21 *	21 *
Firefighter	4	4	4
Total Permanent	71	71	71
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	71	71	71

\* Authorization of 21 Paramedics includes Engineer level.

EXPENDITURE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Salaries Wages and Benefits	\$ 9,939,364	10,618,890	11,378,688
Supplies and Other Services	534,164	516,995	524,820
Capital Outlay	232,231	0	50,500
Interfund Expenditures	201,753	222,200	237,500
TOTAL EXPENDITURES	\$ 10,907,512	11,358,085	12,191,508

REVENUE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
General Licenses & Permits	\$ 2,037	40	40
State Intergovernmental Revenue	17,292	13,250	15,000
General Service Charges	0	3,000	0
Miscellaneous Revenue	258,541	221,890	224,070
TOTAL REVENUES	\$ 277,870	238,180	239,110

## FIRE - SUPPRESSION PROGRAM SUMMARY

### DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 7,755,211	7,981,510 *	7,963,317
Wages	933	0	0
Benefits	2,183,220	2,637,380	3,415,371
	<u>\$ 9,939,364</u>	<u>10,618,890</u>	<u>11,378,688</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 155,132	166,329	171,929
Maintenance and Operations	31,328	56,496	56,496
Utilities	43,389	57,345	57,570
Professional/Technical Svcs	65,232	146,882	146,882
Other Expenses	239,083 *1	89,943 *2	91,943 *4
	<u>\$ 534,164</u>	<u>516,995 *3</u>	<u>524,820</u>

\* Includes decreased funding of \$45,000 for hazardous materials response.

\*1 Includes one-time costs for executive leadership training, company officer training, breathing apparatus hydrostatic testing, HazMat monitor recalibration, Draeger civil defense test kit, Hazkat kit replacement, miscellaneous training two assessment centers, and new hire costs for ten new hires.

\*2 Includes one-time funding of \$24,400 for new hire costs.

\*3 Includes decreased funding of \$9,700 for miscellaneous reductions.

\*4 Includes one-time funding of \$32,000 for new hire costs.

---

## FIRE—FIRE AND ENVIRONMENTAL PROTECTION PROGRAM SUMMARY

---

### PROGRAM MANAGER—FIRE MARSHAL

#### PROGRAM MISSION STATEMENT

To protect the health, safety and welfare of the community through a comprehensive program emphasizing fire prevention, fire investigation, public education/outreach, environmental compliance and housing inspection.

#### PROGRAM FUNCTIONS

- Ensure that facilities using or storing hazardous materials, or discharging wastewater into the sanitary or storm sewers, comply with applicable Federal, State and local requirements.
- Maintain an ongoing fire prevention program, hazardous materials and underground storage tank inspection program.
- Maintain a rental housing inspection program.
- Maintain an effective permitting program requiring businesses to submit critical information about their hazardous materials storage, use and wastewater discharge practices.
- Identify and remove any abandoned or unmonitored underground storage tanks which may have contained hazardous materials.
- Review and inspect facilities discontinuing the use or storing of hazardous materials.
- Review plans and inspect new construction projects for compliance with applicable codes and ordinances.
- Provide technical assistance at hazardous materials incidents.
- Provide counseling and education for juvenile fire setters to prevent repeat offenses.
- Investigate all suspicious, fatal and high-dollar-loss fires to determine cause, origin and circumstances.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Coordinate reorganization of Fire and Environmental Protection Division.
- Institute new fee schedule, including updating computer databases.

---

## FIRE—FIRE AND ENVIRONMENTAL PROTECTION PROGRAM SUMMARY

---

### MAJOR PROGRAM CHANGES

- General Operating Fund:

Fire Prevention (\$70,000)

Includes the reclassification of a Deputy Fire Marshal position (underfilling an Assistant Fire Marshal position in Fiscal Year 2003-04) to a civilian position and reducing overtime.

Multi-Family Housing Inspection (\$103,000)

Includes the elimination of one Building Inspector position and restructuring the program.

LM/BUD  
LHP-172-04^

**FIRE - FIRE AND ENVIRONMENTAL PROTECTION  
PROGRAM SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED
Fire Marshal	1	1	1
Assistant Fire Marshal	1	1	1 *2
Fire Protection Engineer	2	1 *1	1
Deputy Fire Marshal	1	1	1
Haz Mat Specialist	2	2	2
Urban Runoff Coordinator	1	1	1
Environmental & Safety Protection Inspector	0	0	1 *3
Water Environmental Specialist	2	2	1 *3
Building Inspector I/II	2	2	1 *4
Program Assistant	0.50	0.50	0.50
Office Assistant III	0.25	0.25	0.25
Total Permanent	12.75	11.75	10.75
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	12.75	11.75	10.75

\*1 Eliminated a Fire Protection Engineer position.

\*2 Assistant Fire Marshal position reclassified to civilian position, title to be determined.

\*3 Mid-year reclassification of a Water Environmental Specialist position to Environmental & Safety Protection Inspector.

\*4 Elimination of a Building Inspector I/II position.

EXPENDITURE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Salaries Wages and Benefits	\$ 1,517,067	1,590,573	1,536,412
Supplies and Other Services	169,338	224,558	204,558
Capital Outlay	0	0	0
Interfund Expenditures	23,302	25,200	25,100
TOTAL EXPENDITURES	\$ 1,709,707	1,840,331	1,766,070

REVENUE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
General Licenses & Permits	\$ 291,940	290,000	519,155
Fines and Forfeitures	12,202	0	0
General Service Charges	160,098	127,550	176,171
Miscellaneous Revenue	13,442	10,000	10,000
TOTAL REVENUES	\$ 477,682	427,550	705,326

---

**FIRE - FIRE AND ENVIRONMENTAL PROTECTION  
PROGRAM SUMMARY**

---

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 1,189,208	1,244,566	1,158,627
Wages	0	0	0
Benefits	327,859	346,007	377,785
	<u>\$ 1,517,067</u>	<u>1,590,573</u>	<u>1,536,412</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 16,065	26,250	26,250
Maintenance and Operations	3,052	3,550	3,550
Utilities	884	500	500
Professional/Technical Svcs	138,870	160,208 *1	160,208
Other Expenses	10,467	34,050 *2	14,050
	<u>\$ 169,338</u>	<u>224,558</u>	<u>204,558</u>

\*1 Includes decreased funding of \$2,000 for miscellaneous reductions.

\*2 Includes one-time funding of \$20,000 for Fire Inspection Program Operations Review.

---

## NOTES

(This page left intentionally blank)

---

---

## NOTES

(This page left intentionally blank)

---



# POLICE DEPARTMENT

The Police Department is responsible for maintaining the safety and protection of the community by means of crime prevention and educational programs, the apprehension and prosecution of criminals and the management of noncriminal public activities. The department provides uniform police services with its primary functions being responding to criminal activity and calls for service in an effective and timely manner, providing crime suppression and prevention activities. The department provides follow-up investigations, record keeping, processing of warrants of arrest and the coordination of all personnel and training functions. The department also provides emergency communications services which encompass 9-1-1 answering, dispatch services and public safety computerized records management.

## ADMINISTRATION

Administration is responsible for managing the Police Department. This division is responsible for maintaining the integrity of the department and investigating all complaints against Police employees, for tracking all major community policing actions, coordinating and implementing crime prevention activities, and relaying public information by maintaining open communications and relationships with local media personnel.

## FIELD OPERATIONS DIVISION

The Field Operations Division is responsible for providing all uniform police services to the community. Its primary function includes responding to criminal activity and calls for service in an effective and timely manner and providing crime suppression and prevention activities. Within this division resides Patrol, Traffic Safety, Special Operations and School Resource Officers.

## INVESTIGATIVE SERVICES DIVISION

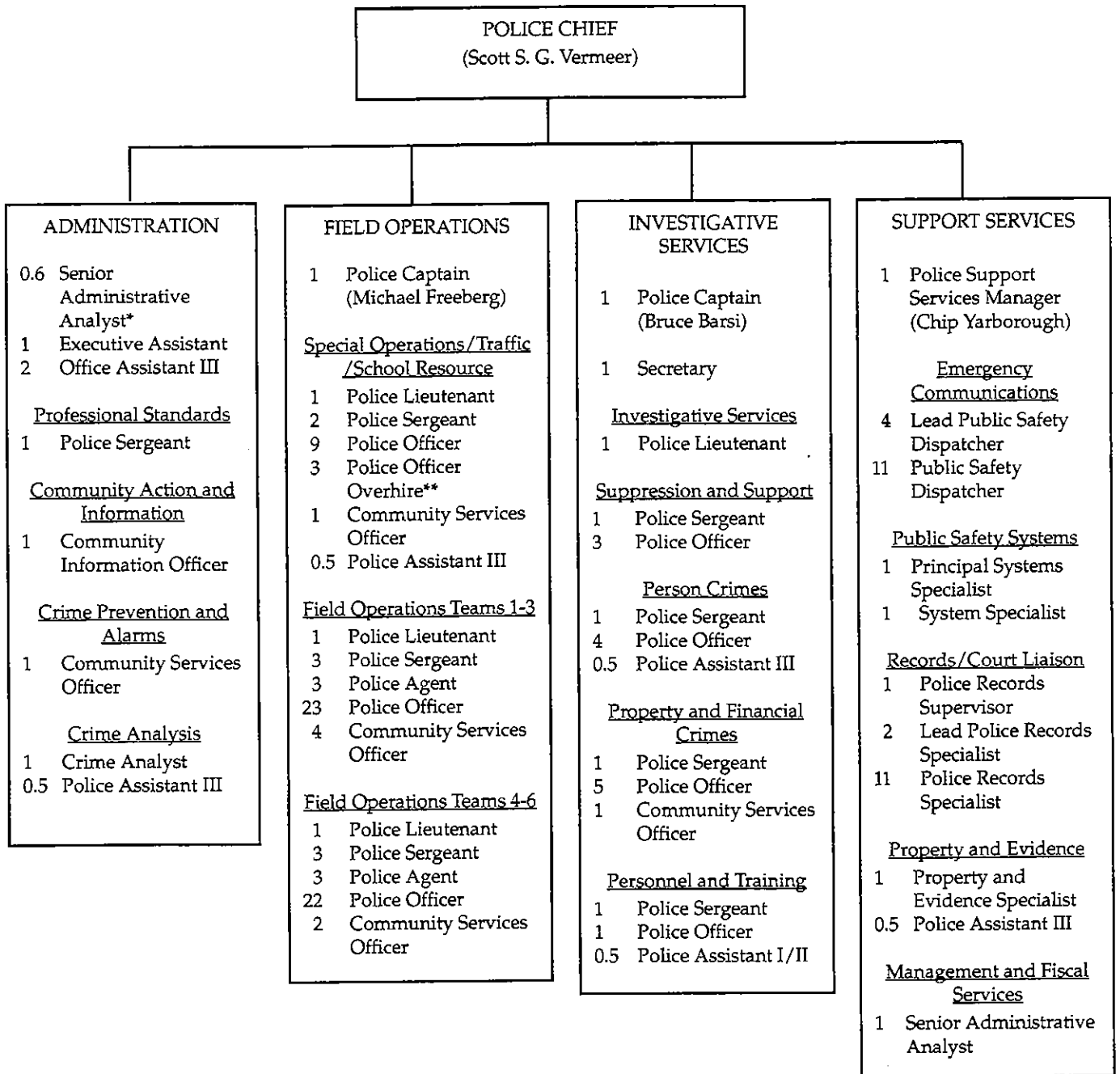
The Investigative Services Division is responsible for supporting all patrol units through follow-up investigations by proactive investigative teams comprised of Suppression and Support which addresses narcotic, vice, gang and other difficult crime issues; Person Crimes which addresses violent crimes, sexual predators, youth crimes and missing persons; Property and Financial Crimes which addresses theft, fraud, auto theft and high-tech crimes, and the tracking of crime trends and criminal events to help ensure prosecution. Additionally, this division is responsible for the coordination of all personnel and training functions.

## SUPPORT SERVICES DIVISION

The Support Services Division is responsible for supporting the department and is comprised of Emergency Communications which answers all 9-1-1 and nonemergency calls for public safety, determining and dispatching the most appropriate response of Police, Fire or ambulances, Telecommunications Device for the Deaf (TDD) services and emergency medical dispatch services; Public Safety Systems which manages the City's various radio systems and public safety computer systems; Records which is responsible for record-keeping activities such as filing, indexing and collecting of records and statistical information, processing of arrest warrants; Property and Evidence which is responsible for the collection, safekeeping of all department evidence taken into custody; Management and Fiscal Services which coordinates the department facility, grants, financial issues, budget, as well as many other management tasks.

SN/9/BUD  
541-01-05-04OFH^

# POLICE DEPARTMENT



FISCAL YEAR 2004-05 POSITION TOTALS: 145.6 Full-Time  
2.5 Permanent Part-Time

\*The other 0.4 of this position is located in the City Manager's Office.

\*\*Three Police Officer overhire positions are funded on a one-time, as-needed, basis.

---

**POLICE**  
**DEPARTMENT SUMMARY**

---

DEPARTMENT MANAGER-POLICE CHIEF

DEPARTMENT MISSION STATEMENT

To protect life and property while honoring the Constitution and fulfilling our oath of office in order to serve the Mountain View community with professionalism and respect.

DEPARTMENT FUNCTIONS

- Promote a sense of security through comprehensive and proactive prevention programs, apprehend and prosecute criminals and respond timely and professionally to requests for police service. (M 1, 2, 3)
- Work cooperatively with the community, City and other criminal justice agencies in order to protect life and property. (M 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16)
- Recruit, select, train and retain highly qualified personnel representing the diversity of the Mountain View community. (M 24, 25, 26, 27, 28)
- Maintain support services functions to fulfill responsibilities related to systems technologies, records, warrants and property and evidence.
- Provide communications services to the community for police, fire and medical emergencies. (M 30, 31, 32)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Continue transition of the department into community policing philosophies and strategies.
- Continue to enhance programs to improve communication with the community.
- Maintain aggressive outreach programs for all levels of the organization to attract a diverse pool of Police candidates in order to continue improving organizational diversity.
- Develop sound capability to handle homeland security issues.
- Replace current computer-aided dispatch, records and management information systems.

---

**POLICE  
DEPARTMENT SUMMARY**

---

PERFORMANCE / WORKLOAD MEASURES

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
<b>Administration:</b>					
1. Conduct an increased amount of crime prevention				New for FY 2004-05	
2. Reduce false alarms				New for FY 2004-05	
3. Reduce controllable overtime				New for FY 2004-05	
4. Percent of citizen complaints resolved and notification made to complaining party within 60 days	>90%	96.6%	>90%	96%	Discontinued (see M1)
5. Percent reduction in false alarm responses through use of community education, false alarm warnings, and billing of frequent violators	>5%	25%	>5%	21%	Discontinued (see M2)
<b>Field Operations:</b>					
6. Sustain Part I crimes index below the mean average for cities listed in annual report				New for FY 2004-05	
7. Increase drug and violence prevention education				New for FY 2004-05	
8. Ensure tobacco and alcohol sale law compliance through education and enforcement				New for FY 2004-05	
9. Increase number of weapons taken off the streets of Mountain View				New for FY 2004-05	
10. Proactively reduce Part I crimes in parks				New for FY 2004-05	
11. Proactively reduce Part I crimes in the downtown area				New for FY 2004-05	
12. Increase service on all violent felony warrants				New for FY 2004-05	
13. Sustain traffic-related injuries below the mean average as compared to the Office of Traffic Safety comparable cities				New for FY 2004-05	
14. Moving violations issued	5,000	9,308	5,000	10,438 <sup>(A)</sup>	5,000
15. Response Time (10-97) of 4 minutes or less on all Priority E and 1 calls for service				New for FY 2004-05	
16. Reduce calls for service at most active addresses through problem solving				New for FY 2004-05	
17. Percent of calls for service workload handled by Community Services Officer (CSO) staff	>20%	16% <sup>(B)</sup>	>16%	16%	Discontinued (see M15)

---

**POLICE**  
**DEPARTMENT SUMMARY**

---

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
18. Incident reports processed (total calls for service)	60,000	51,985	60,000	53,294	Discontinued (see M16)
19. Part I crimes reported (murder, rape, robbery, aggravated assault, burglary, larceny—theft, auto theft)	3,000	2,254	3,000	2,606	Discontinued (see M6, 10, 11)
20. Part II crimes reported (all other crimes)	3,750	3,976	3,750	3,583	Discontinued (see M7, 8, 9)
21. Traffic collisions reported					Discontinued (see M13)
— Injury/Fatality	200	246	200	280	
— Property damage only	900	523	900	548	
22. Adult arrests	3,200	3,022	3,200	2,960	Discontinued (see M6, 7, 8, 9, 10, 11, 12, 13)
23. Juvenile arrests	400	248	400	285	Discontinued (see M7, 8, 9)
<b>Investigative Services:</b>					
24. Increase monitoring/contacts of registered sex offenders				New for FY 2004-05	
25. Increase narcotic arrests				New for FY 2004-05	
26. Increase Part I crime clearance				New for FY 2004-05	
27. Increase number of cultural diversity training hours per employee				New for FY 2004-05	
28. Increase number of less lethal weapons options training hours per employee				New for FY 2004-05	
29. Percent of total reported Part I crimes cleared by arrest or exception	>25%	34%	>25%	34%	Discontinued (see M26)
<b>Support Services:</b>					
30. Percent of incoming 9-1-1 calls that are answered within 9 seconds of receipt	>95%	99%	>95%	99.2%	>95%
31. Percent of emergency medical dispatch calls where Emergency Medical Dispatch services were provided to the public	>85%	83.8%	>85%	89%	>85%
32. Percent compliance to protocol on Emergency Medical Dispatch calls	>90%	95.09%	>90%	95.2%	>90%
33. Police dispatched calls for service	86,000	81,903	86,000	79,454	Discontinued (C)

---

**POLICE**  
**DEPARTMENT SUMMARY**

---

	2002-03 Target	2002-03 Actual	2003-04 Target	2003-04 Actual	2004-05 Target
34. Fire dispatched calls for service	5,500	5,051	5,500	4,990	Discontinued (C)
35. Total MOC calls handled	1,200	1,350	1,200	977	Discontinued (C)
36. Calls processed per dispatcher	11,538	10,564	11,538	10,116	Discontinued (C)
37. Percent of Police Officer background investigations completed (conditional offer made) within 45 days of assignment	>80%	87%	>80%	83%	Discontinued (C)
38. Percent of police reports, field identification cards and citations entered in records databases prior to the 5th day of the following month	>90%	94%	>90%	79% <sup>(D)</sup>	Discontinued (C)

---

<sup>(A)</sup> Increase in number of traffic citations due to additional enforcement in areas of seat belt, DUI and other traffic areas funded by State of California Office of Traffic Safety grants.

<sup>(B)</sup> This measure has gradually increased over time and is impacted by position vacancies and time away for required training.

<sup>(C)</sup> Measures discontinued as department's performance measures revised.

<sup>(D)</sup> Percentage is low due to unit shift cross training in miscellaneous areas, including warrants and lead responsibilities.

LP/BUD  
LHP-305-01^

**POLICE  
DEPARTMENT SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED	
Police Chief	1	1	1	
Police Captain	2	2	2	
Police Support Services Manager	0	0	1	*6
Police Lieutenant	5	5	4	*7
Police Sergeant	13	13	13	
Police Agent	6	6	6	
Police Officer	68 *1	67 *1	67	
Police Officer (Overhire)	5	3 *2	3	
Community Information Officer	1	1	1	
Community Services Officer	11	10 *2	9	*8
Communications Manager	1	1	0	*6
Principal Systems Specialist	1	1	1	
Police Records Supervisor	1	1	1	
Senior Administrative Analyst	2	1.60 *2	1.60	
Crime Analyst	1	1	1	
Systems Specialist	1	1	1	
Property & Fingerprint Technician	1	0 *2	0	
Lead Public Safety Dispatcher	4	4	4	
Lead Public Safety Dispatcher Overhire	2	0 *2	0	
Public Safety Dispatcher	11	11	11	
Lead Police Records Specialist	2	2	2	
Police Records Specialist	11	11	11	
Police Records Specialist Overhire	0	1 *3	0	*7
Property & Evidence Specialist	0	0	1	*8
Police Assistant III	2.50	2.50	2	*7
Police Assistant I/II	0	0.50 *4	0.50	
Executive Assistant	1	1	1	
Secretary	1	1	1	
Office Assistant III	3.50 *1	2 *1	2	
Total Permanent	158	150.60	148.10	
Total Part-Time Hourly	3.04	2.55 *5	1.59 *7	
TOTAL POSITIONS	161.04	153.15	149.69	

\*1 Unfunded one Police (Recruiting) Officer position and 1.50 Office Assistant III positions for FY 2002-03 and eliminated them in FY 2003-04.

\*2 Eliminated two Police Officer Overhire positions, one Community Services Officer position, .40 Senior Administrative Analyst position, the Property & Fingerprint Technician position, and two Lead Public Safety Dispatcher Overhire positions.

\*3 Addition of one Police Records Specialist Overhire position for FY 2003-04.

\*4 Addition of .50 Police Assistant I/II position.

\*5 Eliminated hours.

\*6 Mid-year reclassification of the Communications Manager position to Police Support Services Manager.

\*7 Eliminated one Police Lieutenant position, the temporary Police Records Specialist Overhire (funded for one year only), 0.50 Police Assistant I/II position, and hours.

\*8 Mid-year reclassification of one Community Services Officer position to Property and Evidence Specialist.

**POLICE  
DEPARTMENT SUMMARY**

<u>DEPARTMENT PROGRAMS</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Police Administration	\$ 1,246,062	1,477,402	1,233,668
Field Operations	11,537,801	12,240,923	12,798,920
Investigative Services	4,220,939	4,872,251	3,576,569
Support Services	2,005,167	2,167,519	4,216,123
	<u>\$ 19,009,969</u>	<u>20,758,095</u>	<u>21,825,280</u>

<u>EXPENDITURE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries Wages and Benefits	\$ 16,606,733	18,232,537	19,313,983
Supplies and Other Services	1,881,443	2,010,584	1,979,397
Capital Outlay	68,412	22,750	22,500
Interfund Expenditures	453,381	492,224	509,400
TOTAL EXPENDITURES	<u>\$ 19,009,969</u>	<u>20,758,095</u>	<u>21,825,280</u>

<u>FUNDING SOURCES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Operating Fund	\$ 18,666,681	20,200,736	21,403,243
General Fund Reserve	35,500	234,857	196,319
Budget Transition Reserve	0	73,000	0
Supplemental Law Enforcement Services	187,760	137,789	98,884
Grants Fund	96,094	85,713	100,834
Shoreline Regional Park Community	23,934	26,000	26,000
TOTAL FUNDING	<u>\$ 19,009,969</u>	<u>20,758,095</u>	<u>21,825,280</u>

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Licenses & Permits	\$ 37,594	59,150	51,602
Fines & Forfeitures	623,512	579,000	650,540
Local Intergovernmental Revenue	121,637	95,000	185,000
State Intergovernmental Revenue	171,769	301,142	252,847
Federal Intergovernmental Revenue	92,130	0	0
General Service Charges	157,582	225,620	189,590
Miscellaneous Revenue	326,749	326,550	450,550
Interfund Revenue Transfers	11,397	9,524	5,378
TOTAL REVENUES	<u>\$ 1,542,370</u>	<u>1,595,986</u>	<u>1,785,507</u>



---

## POLICE—ADMINISTRATION

### PROGRAM SUMMARY

---

#### PROGRAM MANAGER—POLICE CHIEF

#### PROGRAM MISSION STATEMENT

To provide leadership and direction essential for operational effectiveness.

#### PROGRAM FUNCTIONS

- Promote a sense of security through comprehensive and proactive prevention programs, apprehend and prosecute criminals and respond timely and professionally to requests for police service.
- Develop a philosophy and provide leadership, management and direction to ensure fair and competent police services.
- Investigate citizen complaints.
- Maintain discipline, recognize exemplary performance and set standards.
- Oversee the use of resources and ensure efficiency and effectiveness.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Continue transition of the department into community policing philosophies and strategies.
- Continue to enhance programs to improve communication with the community.
- Continue work planning to focus organizational direction and work activities and provide accountability.
- Continue programs to improve internal communications and coordination.
- Respond to citizen complaints with timely and credible internal investigations.

---

## POLICE—ADMINISTRATION

### PROGRAM SUMMARY

---

#### MAJOR PROGRAM CHANGES

- General Operating Fund:

Police Lieutenant Position (1.0) (\$176,100)

Eliminates one Police Lieutenant position. A portion of this position's time supported the department's accreditation program in which the department will no longer be involved. *Eliminates pursuit of accreditation program and reduces overall management and supervisory capacity.*

Miscellaneous Ongoing Reductions (\$11,800)

Reduces funding to levels required for CALEA reaccreditation and annual fee (\$7,800) and other miscellaneous items (\$4,000). *Reduces flexibility in department to adjust to cost fluctuations.*

LP/BUD  
LHP-305-02^

**POLICE - ADMINISTRATION  
PROGRAM SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED	
Police Chief	1	1	1	
Police Lieutenant	1	1	0	*4
Police Sergeant	1	1	1	
Community Information Officer	1	1	1	
Community Services Officer	0	1 *2	1	
Senior Administrative Analyst	1	0.60 *3	0.60	
Crime Analyst	0	1 *2	1	
Police Assistant III	0	0.50 *2	0.50	
Executive Assistant	1	1	1	
Office Assistant III	2 *1	2 *1	2	
Total Permanent	8	10.10	9.10	
Total Part-Time Hourly	0.12	0.11	0.11	
TOTAL POSITIONS	8.12	10.21	9.21	

\*1 Unfunded one Office Assistant III position for FY 2002-03, eliminated it in FY 2003-04 and transferred one Office Assistant III position from the Support Operations Program.

\*2 Transferred one Community Services Officer position from the Field Operations Program, transferred the Crime Analyst position and .50 Police Assistant position from the Support Operations Program.

\*3 Elimination of .40 of a Senior Administrative Analyst position.

\*4 Elimination of one Police Lieutenant position.

EXPENDITURE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Salaries Wages and Benefits	\$ 846,139	1,174,157	1,043,064
Supplies and Other Services	320,384	262,745	146,704
Capital Outlay	41,766	0	0
Interfund Expenditures	37,773	40,500	43,900
TOTAL EXPENDITURES	\$ 1,246,062	1,477,402	1,233,668

REVENUE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
General Licenses and Permits	\$ 2,733	55,450	47,902
Fines & Forfeitures	4,175	70,000	75,000
General Service Charges	47,087	78,940	43,610
Miscellaneous Revenue	13,015	3,000	1,000
TOTAL REVENUES	\$ 67,010	207,390	167,512

---

**POLICE - ADMINISTRATION  
PROGRAM SUMMARY**

---

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 572,325	897,973	782,466
Wages	104,965	6,466	6,564
Benefits	168,849	269,718	254,034
	<u>\$ 846,139</u>	<u>1,174,157</u>	<u>1,043,064</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 80,031	65,620	65,500
Maintenance and Operations	19,455	26,276	2,500
Utilities	72,304	62,550	0
Professional/Technical Svcs	61,603	31,335 *2	23,735
Other Expenses	86,991 *1	76,964	54,969
	<u>\$ 320,384</u>	<u>262,745</u>	<u>146,704 *3</u>

\*1 Includes one-time costs for supervisory/management training programs, background investigation, testing and recruiting services, raingear upgrades, grant matching funds, and recruitment brochure.

\*2 Includes decreased funding of \$5,000 for miscellaneous legal services.

\*3 Includes decreased fundings of \$7,800 for CALEA reaccreditation and annual fee and \$4,000 for miscellaneous items.  
Also includes reallocation of budget between programs within the department.

---

## **POLICE—FIELD OPERATIONS PROGRAM SUMMARY**

---

### PROGRAM MANAGER—FIELD OPERATIONS CAPTAIN

#### PROGRAM MISSION STATEMENT

Work cooperatively with the community, City and other criminal justice agencies to provide services that protect and enhance community safety through timely response to calls for service and proactive prevention and enforcement activities.

#### PROGRAM FUNCTIONS

- Work cooperatively with the community, City and other criminal justice agencies in order to protect life and property.
- Provide uniformed police services and patrols to the community.
- Respond to calls for service in a timely manner.
- Investigate crime and unusual incidents, and prepare criminal cases for prosecution.
- Self-initiate activity to prevent crime and apprehend law violators.
- Provide traffic safety and enforcement activities.
- Support community outreach and crime prevention activities.
- Plan for police needs at special events.
- Coordinate prevention and outreach efforts for youth and schools.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Continue to develop partnerships with members of the community as well as organizations in the community to make a positive impact on issues related to quality of life.
- Provide clear communications and information-sharing within the organization as well as fostering a two-way flow of information with the community.
- Provide mentoring and training to career-oriented individuals within the organization to prepare them to assume increased responsibilities and leadership roles.
- Transition back to DARE youth program from YIELD program.
- Proactively serve/attempt to serve arrest/bench warrants.

---

## POLICE—FIELD OPERATIONS PROGRAM SUMMARY

---

### MAJOR PROGRAM CHANGES

- General Operating Fund:

Hourly Police Assistants (\$42,300)

Eliminates two of the four hourly half-time Police Assistant positions. One of the hourly positions supported the Records function (now in the Support Services Program) and the other supported the Crime Prevention unit. *Shifts duties to other staff reducing responsiveness and flexibility.*

Miscellaneous Ongoing Reductions (\$17,800)

Reduces funding to levels required for miscellaneous contracts (\$10,000), rental of shooting range (\$7,100) and other miscellaneous items (\$700). *Reduces flexibility in department to adjust to cost fluctuations.*

Shoreline Amphitheatre Patrol No Net Increase

Provides additional funding of \$126,000 for a total of \$336,000 for patrol services at Shoreline Amphitheatre events. Cost to be recovered by reimbursement from the Amphitheatre operator. *Maintains desired level of service.*

Supplemental Law Enforcement Services Grant \$45,000

Shifts funding of a Police Officer position due to declining grant funding. The City has received grant funding from the State to provide additional front-line law enforcement services. The original funding was sufficient to fund two Police Officers. Funding has diminished while the cost of Police Officers has risen. The funding received in Fiscal Year 2003-04 covered 80.0 percent of one Police Officer position; however, there were 1.2 Police Officer positions allocated to this grant, therefore, this amount represents the transfer of an additional 40.0 percent of a Police Officer position to the General Operating Fund. In the prior two fiscal years, 80.0 percent of a position was transferred. *Maintains desired level of service.*

- General Fund Reserve:

Three Police Officer Overhires (one-time expenditures) \$183,900

Continues one-time funding for three Police Officer overhire positions (funded at 50 percent per position). It can take up to one year from the time of a position vacancy to place a sworn Officer on the street due to the timing of hiring and training involved. An overhire position allows staff to anticipate a vacancy and start the hiring and training process before a position actually becomes vacant. *Maintains desired level of service.*

LP/BUD  
LHP-305-03^

**POLICE - FIELD OPERATIONS  
PROGRAM SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED
Police Captain	1	1	1
Police Lieutenant	3	3	3
Police Sergeant	9	9	8 *4
Police Agent	6	6	6
Police Officer	55	53 *1	54 *4
Police Officer (Overhire)	5	3 *2	3
Community Services Officer	11	8 *3	7 *5
Systems Specialist	1	1	0 *6
Police Assistant III	0.50	0.50	0.50
Total Permanent	91.50	84.50	82.50
Total Part-Time Hourly	1.44	1.44	0.48 *7
TOTAL POSITIONS	92.94	85.94	82.98

\*1 Transferred two Police Officer positions to the Support Operations Program.

\*2 Eliminated two Police Officer Overhire positions.

\*3 Eliminated one Community Services Officer position, transferred one Community Services Officer position to the Administration Program and one to the Support Operations Program.

\*4 Transferred one Police Sergeant position to and One Police Officer position from the Investigative Services Program.

\*5 Mid-year reclassification of one Community Services Officer position to Property and Evidence Specialist and transferred position to the Support Services Program.

\*6 Transferred the Systems Specialist position to the Support Services Program.

\*7 Eliminated hours.

EXPENDITURE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Salaries Wages and Benefits	\$ 10,455,607	10,977,930	11,709,543
Supplies and Other Services	686,939	845,419	681,377
Capital Outlay	26,646	22,750	0
Interfund Expenditures	368,609	394,824 *	408,000
TOTAL EXPENDITURES	\$ 11,537,801	12,240,923	12,798,920

\* Includes one-time funding of \$9,500 for grant matching funds.

**POLICE - FIELD OPERATIONS  
PROGRAM SUMMARY**

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Genreal Licenses and Permits	\$ 30,905	0	0
Fines & Forfeitures	619,337	509,000	575,540
State Intergovernmental Revenue	170,069	146,892	99,447
Federal Intergovernmental Revenue	92,130	0	0
General Service Charges	77,857	108,730	108,730
Miscellaneous Revenue	288,713	300,000	426,000
Interfund Revenue Transfer	11,397	9,524	0
<b>TOTAL REVENUES</b>	<b>\$ 1,290,408</b>	<b>1,074,146</b>	<b>1,209,717</b>

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 8,037,576	8,384,484 *1/2	8,723,735 *3
Wages	111,337	87,730 *2	39,590
Benefits	2,306,694	2,505,716	2,946,218
	<b>\$ 10,455,607</b>	<b>10,977,930</b>	<b>11,709,543</b>

\*1 Includes one-time fundings of \$168,000 for Police Officer Overhires and \$33,300 for the Homeland Security Grant overtime match, and increased fundings of \$50,000 for general Police Officer overtime and \$70,000 for amphitheatre patrol and special events overtime.

\*2 Includes decreased funding of \$58,000 for parks patrol program

\*3 Includes one-time funding of \$183,900 for Police Officer Overhires.

<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 159,989	172,554	56,580
Maintenance and Operations	21,455	12,308	6,047
Utilities	857	0	0
Professional/Technical Srvcs	412,216	576,026 *1	534,226
Other Expenses	92,422	84,531 *2	84,524
	<b>\$ 686,939</b>	<b>845,419 *3</b>	<b>681,377 *4</b>

\*1 Includes decreased funding of \$50,000 for false alarm citation payment processing, remaining \$20,000 transferred to Administration with False Alarm Prevention Activity.

\*2 Includes one-time funding of \$4,000 for miscellaneous tire deflation devices.

\*3 Includes increased funding of \$22,500 for miscellaneous items and decreased funding of \$10,000 for miscellaneous training, conference and travel.

\*4 Includes reallocation of budget between programs in the department.



---

## POLICE—INVESTIGATIVE SERVICES PROGRAM SUMMARY

---

### PROGRAM MANAGER—INVESTIGATIVE SERVICES CAPTAIN

#### PROGRAM MISSION STATEMENT

To provide support for the overall mission of the Police Department with emphasis toward the investigation of crime, prevention and suppression of crime, homeland security, personnel services, dissemination of information and data and enhanced communication with the community.

#### PROGRAM FUNCTIONS

- Recruit, select, train and retain highly qualified personnel representing the diversity of the Mountain View community.
- Support Field Operations by providing resources for follow-up investigations of crime and unusual incidents, and prepare criminal cases for prosecution.
- Provide field evidence response and scene processing capabilities.
- Work cooperatively to support local, regional, State-wide and national homeland security efforts.
- Track crime trends and criminal events.
- Enhance communication within the department, City and community.
- Plan and implement continued professional training.
- Cooperatively manage the recruitment and selection processes for department personnel.
- Proactively provide suppression efforts for crime problems.
- Support community outreach and crime prevention activities.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Maintain aggressive outreach programs for all levels of the organization to attract a diverse pool of Police candidates in order to continue improving organizational diversity.
- Develop sound capability to handle homeland security issues.
- Increase attention on sex offender registrants to ensure compliance and prompt enforcement action on those who are not in compliance.
- Reliance on non-sworn and volunteer personnel to initiate prompt follow-up contact with crime victims.
- Pursue significant narcotic offenders.

---

## POLICE—INVESTIGATIVE SERVICES PROGRAM SUMMARY

---

### MAJOR PROGRAM CHANGES

- General Operating Fund:

Police Assistant Position (.50)

(\$34,800)

Eliminates one of six permanent half-time Police Assistant positions. This position supported the Records function of the department (now in the Support Services Program). The purchase of another fingerprinting unit (Livescan—capital outlay), will allow some duties to be performed more efficiently. *Delays delivery of some record requests and services.*

LP/BUD

LHP-305-06^

**POLICE - INVESTIGATIVE SERVICES  
PROGRAM SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED
Police Captain	1	1	1
Police Lieutenant	1	1	1
Police Sergeant	3	3	4 *8
Police Officer	13 *1	14 *1	13 *8
Community Services Officer	0	1 *2	1
Police Records Supervisor	1	1	0 *9
Senior Administrative Analyst	1	1	0 *9
Crime Analyst	1	0 *3	0
Property & Fingerprint Technician	1	0 *4	0
Lead Police Records Specialist	2	2	0 *9
Police Records Specialist	11	11	0 *9
Police Records Specialist Overhire	0	1 *5	0 *10
Police Assistant III	2	1.50 *3	0.50 *11
Police Assistant I/II	0	0.50 *6	0.50
Secretary	1	1	1
Office Assistant III	1	0 *3	0
Total Permanent	39	39	22
Total Part-Time Hourly	1.06	0.58 *7	0.10 *9
TOTAL POSITIONS	40.06	39.58	22.10

\*1 Unfunded one Police (Recruiting) Officer position for FY 2002-03 and eliminated it in FY 2003-04; transferred two Police Officer positions from the Field Operations Program.

\*2 Transferred one Community Services Officer position from the Field Operations Program.

\*3 Transferred the Crime Analyst position, .50 Police Assistant III position and the Office Assistant III position to the Administration Program.

\*4 Eliminated the Property and Fingerprint Technician position.

\*5 Added one Police Records Specialist Overhire for FY 2003-04.

\*6 Added .50 Police Assistant I/II position.

\*7 Eliminated hours.

\*8 Transferred one Police Sergeant position from and one Police Officer position to the Field Operations Program.

\*9 Transferred positions and hours to the Support Services Program

\*10 Eliminated the temporary Police Records Specialist Overhire position (funded for one-year only).

\*11 Eliminated 0.50 Police Assistant III position and transferred 0.50 to the Support Services Program.

EXPENDITURE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Salaries Wages and Benefits	\$ 3,703,069	4,264,099	3,163,824
Supplies and Other Services	473,306	554,552	351,545
Capital Outlay	0	0	22,500
Interfund Expenditures	44,564	53,600	38,700
TOTAL EXPENDITURES	\$ 4,220,939	4,872,251	3,576,569

**POLICE - INVESTIGATIVE SERVICES  
PROGRAM SUMMARY**

<u>REVENUE SUMMARY</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
General Licenses & Permits	\$ 3,956	3,700	0
Local Intergovernmental Revenue	121,637	95,000	185,000
State Intergovernmental Revenue	805	154,250	0
General Service Charges	32,638	37,950	0
Miscellaneous Revenue	2,672	0	0
<b>TOTAL REVENUES</b>	<b>\$ 161,708</b>	<b>290,900</b>	<b>185,000</b>

**DETAILED EXPENDITURES**

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 2,866,537	3,277,182 *	2,341,624
Wages	50,461	28,246	5,214
Benefits	786,071	958,671	816,986
	<b>\$ 3,703,069</b>	<b>4,264,099</b>	<b>3,163,824</b>

\* Includes one-time funding of \$73,000 for a Records Specialist Overhire.

<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 62,626	41,129	144,053
Maintenance and Operations	5,314	2,932	9,681
Utilities	17,153	25,648 *1	0
Professional/Technical Svcs	317,302	371,115 *1	126,181
Other Expenses	70,911	113,728 *2	71,630
	<b>\$ 473,306</b>	<b>554,552</b>	<b>351,545 *3</b>

\*1 Includes increased funding of \$9,700 for miscellaneous increases.

\*2 Includes one-time funding of \$20,000 for new hire costs.

\*3 Includes reallocation of budget between programs in the department.

---

## **POLICE—SUPPORT SERVICES PROGRAM SUMMARY**

---

### PROGRAM MANAGER—POLICE SUPPORT SERVICES MANAGER

#### PROGRAM MISSION STATEMENT

To provide support for the overall mission of the Police Department by supporting divisions with an emphasis towards records management, property and evidence maintenance, fiscal responsibility and additionally to translate citizen 9-1-1 and nonemergency telephone service requests into the appropriate action and dispatch emergency services via telephone, radio and/or data communications.

#### PROGRAM FUNCTIONS

- Maintain support services functions to fulfill responsibilities related to systems technologies, records, warrants and property and evidence.
- Provide communications services to the community for police, fire and medical emergencies.
- Maintain radio and data communications for Police, Fire, after-hours Public Services and contract dispatch services.
- Communicate the citizens' needs in an expedient manner for public safety emergency and nonemergency services.
- Maintain public safety records for citizens and for management information.
- Maintain a professional level of readiness for Public Safety Dispatch staff to handle emergencies as they arise.
- Provide prearrival medical instructions to the public.
- Work cooperatively with other divisions to seek grants to enhance Police services.
- Support field operations and investigative services with report processing and retention.
- Process citizens' request for Police services through contacts at the front counter.

#### MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2004-05

- Replace current computer-aided dispatch, records and management information systems.
- Streamline property and evidence storage retention and purging.
- Conduct an emergency communications assessment of emergency medical dispatch.
- Develop digital evidence collection and storage processes.
- Streamline records processing and retention.

---

## POLICE—SUPPORT SERVICES PROGRAM SUMMARY

---

### MAJOR PROGRAM CHANGES

- General Operating Fund:

Data 911 Contract \$10,000

Increases funding for software and services support of the computers inside Police cars. This increase is directly related to report writing and will allow Officers to compose and transmit reports from their patrol cars. *Streamlines report writing and allows Officers to stay out in the field while completing reports. Maintains desired level of service.*

- General Fund Reserve:

Property and Evidence Audit (one-time expenditure) \$7,000

Provides one-time funding for a Property and Evidence Audit. As the department is no longer pursuing accreditation through CALEA, it is essential for the department to perform periodic audits of critical functions to maintain a high level of professionalism. *Maintains desired level of service.*

Grant Matching Funds (one-time expenditure) \$5,400

Provides matching funds to the Local Law Enforcement Block Grant. This grant will be used to fund a Systems Specialist position and requires a 10.0 percent match by the City. Council approved the Systems Specialist position during the 2000-01 fiscal year. *Maintains desired level of service.*

LM/BUD  
LHP-305-07^

**POLICE - SUPPORT SERVICES  
PROGRAM SUMMARY**

POSITIONS	2002-03 ADJUSTED	2003-04 ADOPTED	2004-05 ADOPTED	
Police Support Services Manager	0	0	1	*3
Communications Manager	1	1	0	*3
Principal Systems Specialist	1	1	1	
Lead Public Safety Dispatcher	4	4	4	
Lead Public Safety Dispatcher Overhire	2	0	0	*2
Public Safety Dispatcher	11	11	11	
Systems Specialist	0	0	1	*4
Police Records Supervisor	0	0	1	*5
Senior Administrative Analyst	0	0	1	*5
Lead Police Records Specialist	0	0	2	*5
Police Records Specialist	0	0	11	*5
Property and Evidence Specialist	0	0	1	*4
Police Assistant III	0	0	0.50	*5
Office Assistant III	0.50 *1	0 *1	0	
Total Permanent	19.50	17	34.50	
Total Part-Time Hourly	0.42	0.42	0.90	*5
TOTAL POSITIONS	19.92	17.42	35.40	

\*1 Unfunded .50 Office Assistant III position for FY 2002-03 and eliminated it in FY 2003-04.

\*2 Eliminated the two Public Safety Dispatch Overhire positions.

\*3 Mid-year reclassification of Communications Manager position to Police Support Services Manager.

\*4 Transferred positions from the Field Operations Program.

\*5 Transferred positions from the Investigative Services Program.

EXPENDITURE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
Salaries Wages and Benefits	\$ 1,601,918	1,816,351	3,397,552
Supplies and Other Services	400,814	347,868	799,771
Capital Outlay	0	0	0
Interfund Expenditures	2,435	3,300	18,800
TOTAL EXPENDITURES	\$ 2,005,167	2,167,519	4,216,123

REVENUE SUMMARY	2002-03 ACTUAL	2003-04 ADOPTED	2004-05 ADOPTED
General Licenses & Permits	\$ 0	0	3,700
State Intergovernmental Revenue	895	0	153,400
General Service Charges	0	0	37,250
Miscellaneous Revenue	22,349	23,550	23,550
Interfund Revenue Transfers	0	0	5,378
TOTAL REVENUES	\$ 23,244	23,550	223,278

**POLICE - SUPPORT SERVICES  
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Salaries	\$ 1,309,790	1,451,234	2,674,893
Wages	10,701	32,883	53,725
Benefits	281,427	332,234	668,934
	<u>\$ 1,601,918</u>	<u>1,816,351</u>	<u>3,397,552</u>
<u>SUPPLIES AND SERVICES</u>	<u>2002-03 ACTUAL</u>	<u>2003-04 ADOPTED</u>	<u>2004-05 ADOPTED</u>
Materials and Supplies	\$ 19,300	12,100	30,300
Maintenance and Operations	37,953	10,029 *1	30,217
Utilities	143,225	99,290	198,188
Professional/Technical Svcs	176,621	210,489 *2	489,923 *3
Other Expenses	23,715	15,960 *1	51,143 *4
	<u>\$ 400,814</u>	<u>347,868</u>	<u>799,771 *5</u>

\*1 Includes decreased funding of \$6,300 for miscellaneous reductions.

\*2 Includes increased funding of \$3,500 for automated field reporting system support.

\*3 Includes increased funding of \$10,000 for Data 911 contract.

\*4 Includes one-time fundings of \$7,000 for property and evidence audit and \$5,400 for grant matching funds.

\*5 Includes reallocation of budget between programs in the department.



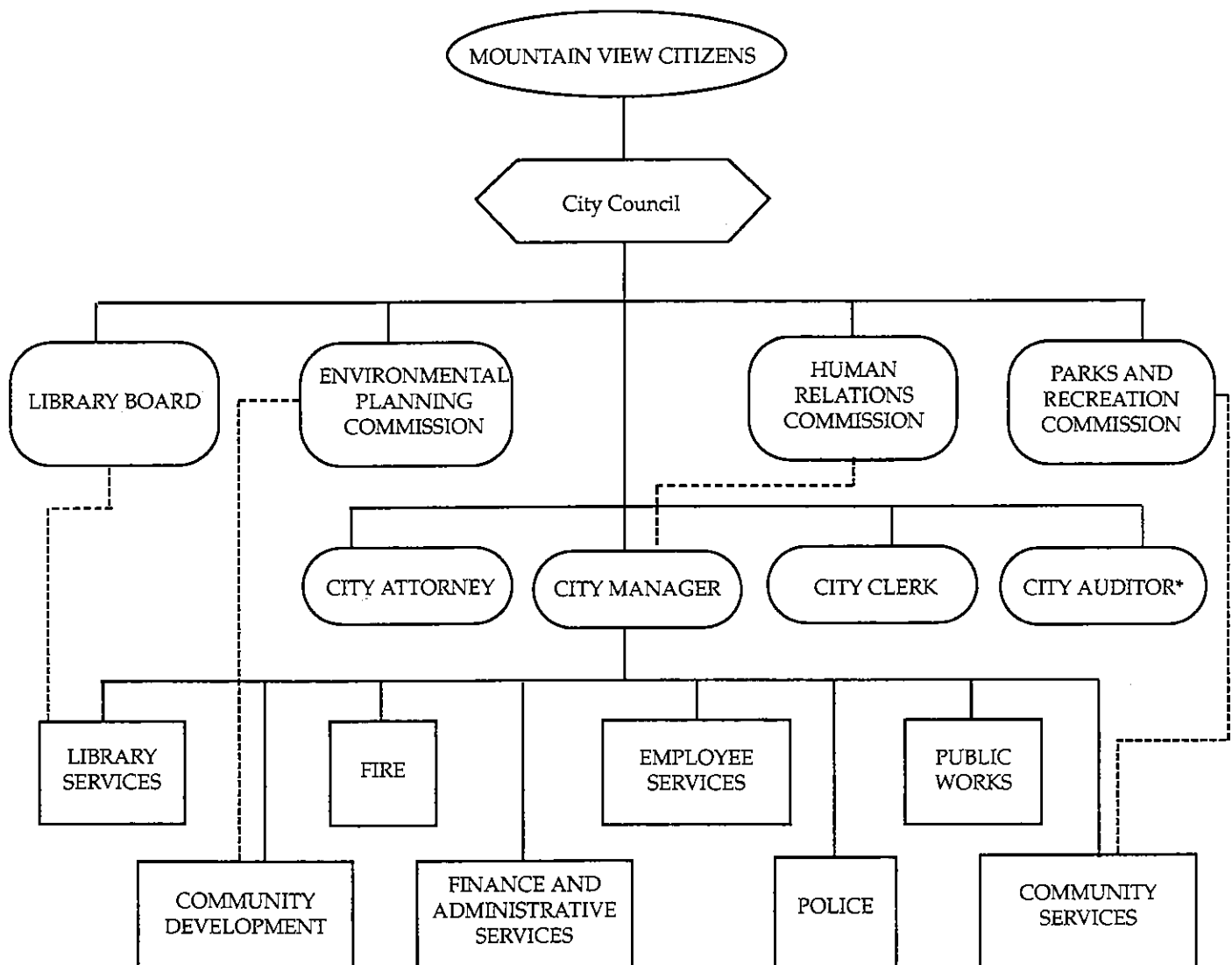
---

## NOTES

(This page left intentionally blank)

---

# CITY GOVERNMENT ORGANIZATION



KEY:  ELECTED  
 APPOINTED BY COUNCIL  
 APPOINTED BY CITY MANAGER  
 LINE OF COMMAND  
 STAFF SERVICES

FISCAL YEAR 2004-05 POSITION TOTALS: 7 Councilmembers  
24 Commission and Board Members  
583 Full-Time and Permanent Part-Time  
52.94 Hourly Positions

\*Finance and Administrative Services Director serves as City Auditor

## **CITY OF MOUNTAIN VIEW, CALIFORNIA COMMUNITY PROFILE**

*The City of the Mountain View's mission is to provide quality services and facilities that meet the needs of a caring and diverse community in a financially responsible manner.*

### **History**

Once covered in orchards and vineyards, Mountain View began as a stagecoach stop and an agricultural center for the lush Santa Clara Valley. The town was incorporated in 1902 with a population of fewer than 1,000 people. After World War II, The City's population exploded with the growth of the electronic and aerospace industries.

Today, Mountain View is a modern, high-tech city. While Mountain View is keeping pace with new ideas and innovations, the City is also committed to the traditional values of strong neighborhoods and citizen involvement. Mountain View is made up of a variety of distinct, locally organized neighborhood and homeowners associations that help identify our community's needs and shape the City's future.

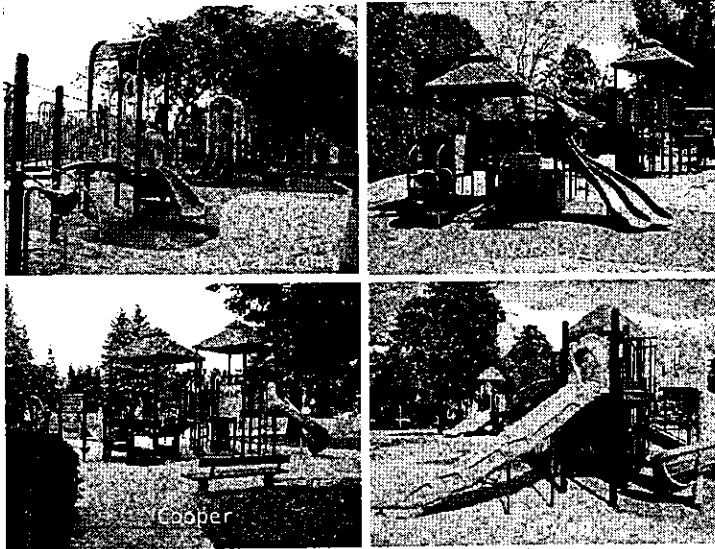
In recent years, the City of Mountain View has developed some of the finest recreation facilities the Bay Area has to offer. The City's extensive City park system not only provides an outstanding array of neighborhood parks, but also includes an innovative regional park created from reclaimed landfill. Shoreline-at-Mountain View Park, built along San Francisco Bay, features an 18-hole golf course, a sailing lake and a wild life interpretive trail. The Civic Center, built around downtown's Pioneer Park, has one of the finest theater facilities in Northern California as well as a new, 60,000 square foot state-of-the-art library.

Downtown Mountain View is the "heartbeat" of the city. This vibrant and active center offers restaurants, shops, theater, sidewalk cafes, and the civic center. Downtown Mountain View is known for its activities—festivals, parades, cultural events, the weekly farmers' market, free concerts, and a variety of unique celebrations throughout the year. Thousands of people each year come to downtown Mountain View to enjoy the events, and the character of downtown keeps them coming back.

### **City Government**

The City of Mountain View is a charter city incorporated on November 7, 1902. The City operates under a council-manager form of government. The seven council members are elected at large for four-year terms that are staggered so three or four seats are filled at the general municipal election in November of every even-numbered year. Service on the Council is limited to two consecutive terms. Each year in January, the Council elects one of its members as Mayor and another as Vice-Mayor. The Council is the legislative body of the City, sets policy and directs the City's course.

# CITY OF MOUNTAIN VIEW, CALIFORNIA COMMUNITY PROFILE (Continued)



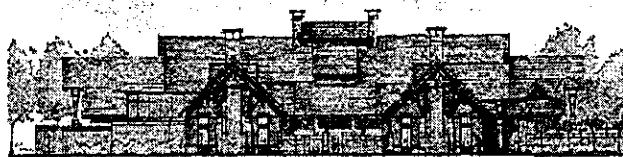
*Recently renovated play areas at Monta Loma, Varsity, Cooper and Sylvan Parks*

## Renovated Parks

The City has been engaged for several years in renovating its inventory of park playground equipment. The new play structures and play areas meet new Federal and State design guidelines to provide a fun, safe and easily accessible play opportunity for all children.



Entry and Court Elevation

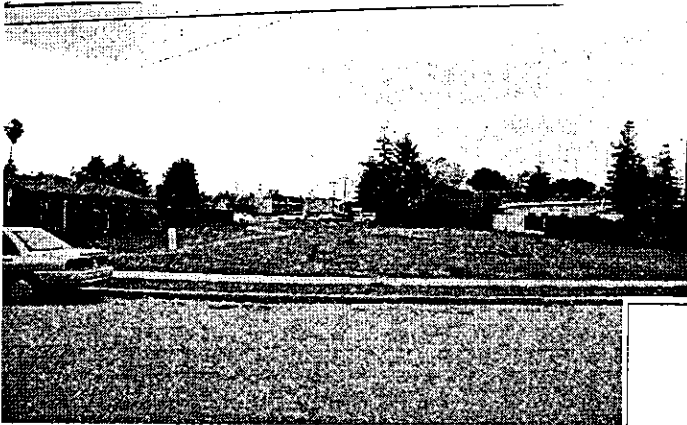


Parking-side Elevation

## Senior Center

Construction of an interim Senior Center was authorized by the City Council on February 25, 2003 along with design of a permanent Senior Center. Both facilities will be housed on the existing Senior Center site on Escuela Avenue, and all senior programs will be continued without interruption. The temporary Senior Center is fully functional while the permanent Center is scheduled to open in late 2006. The existing Senior Center is suffering from seismic, mechanical and access deficiencies, making it necessary to relocate.

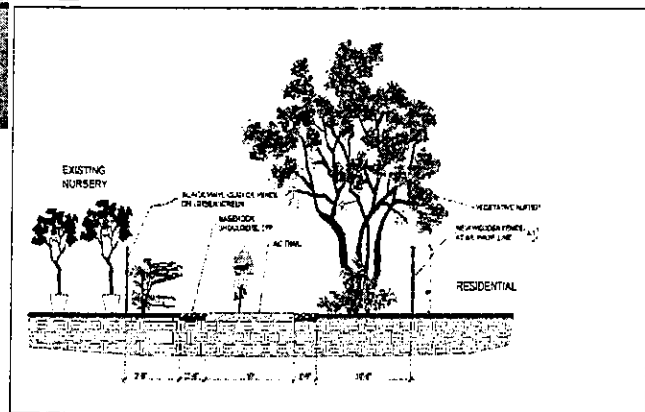
# CITY OF MOUNTAIN VIEW, CALIFORNIA COMMUNITY PROFILE (Continued)



*Hetch Hetchy ROW – westerly view from Tyrella Avenue*

## Hetch Hetchy

The unimproved open space above the Hetch Hetchy viaducts between Whisman Road and Easy Street will soon be improved as a pedestrian and bicycle corridor with accent landscaping improvements and other trail visitor amenities.



SECTION 'A'

*Hetch Hetchy Trail – conceptual plan cross-section*



*New fully-automated garbage trucks.*

## Fully Automated Garbage & Recycling

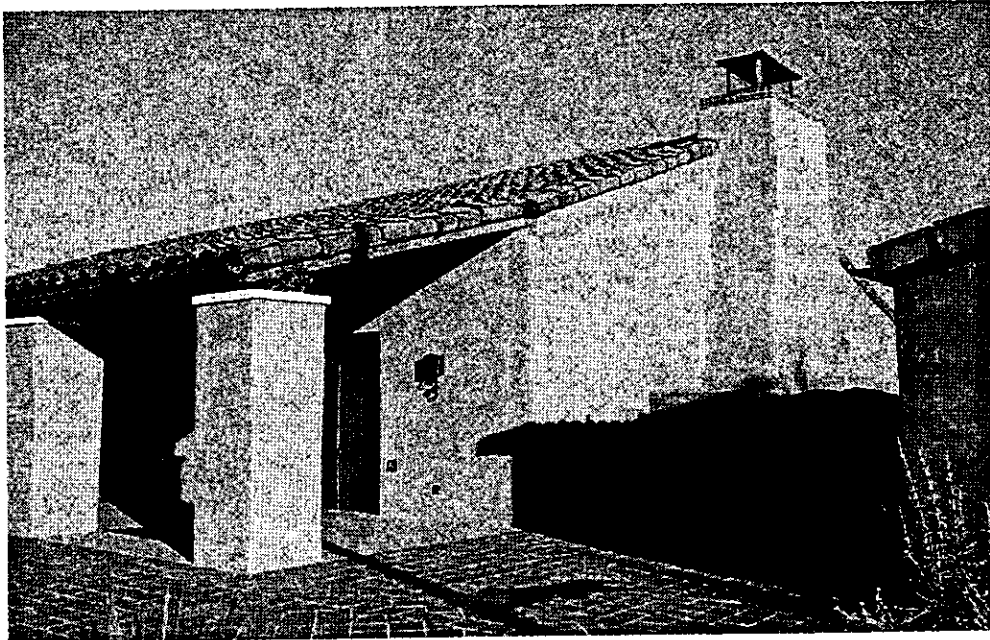
In FY 2003-04, the City implemented a new solid waste program. Residents received new garbage and recycling carts, which are collected by new fully-automated trucks using a mechanical arm. The carts provide greater convenience to customers, and fully-automated collection is more efficient and cost effective than the old manual system.

**CITY OF MOUNTAIN VIEW, CALIFORNIA  
COMMUNITY PROFILE  
(Continued)**



**New Recycling Carts**

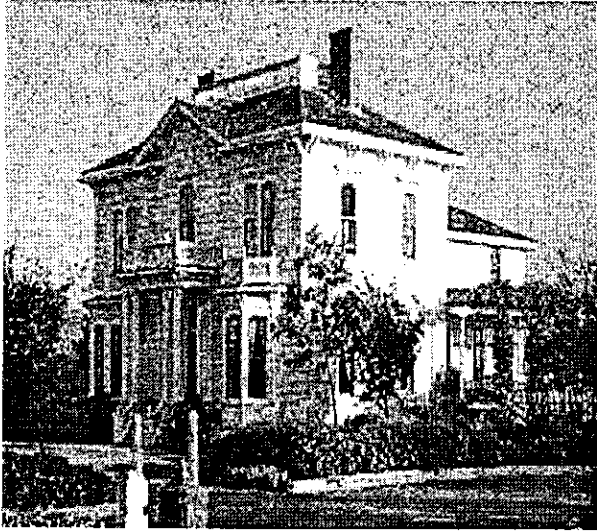
The new "split" recycling carts keep newspaper and paper separate from household containers, and the recycling truck is also split in two compartments. By keeping recyclables separated, the value of the recyclables is improved. Residents may also recycle household batteries, used oil and filters, and large pieces of cardboard outside of the cart (circled).



**Renovated Adobe Building**

The Historic Adobe Building has been newly remodeled and is the perfect setting for any event. The Great Room has high open-trusses, hand hewn lumber, wrought iron detail and a fire place that gives the room a warm feeling. A lovely garden compliments the setting. The Adobe retains its rustic charm and has modern conveniences to make any event one to remember.

**CITY OF MOUNTAIN VIEW, CALIFORNIA  
COMMUNITY PROFILE  
(Continued)**



**Rengstorff House**

The Rengstorff House, constructed in 1867 by one of Mountain View's earliest settlers, was saved from demolition and moved to Shoreline at Mountain View in 1980. After extensive restorations, the house was opened to the public in March of 1991. The lower floor of the Rengstorff House, a classic Victorian Italianate home, is available for rent throughout the year. The House is situated in Shoreline, a regional recreational and wildlife area, located at the north end of Shoreline Boulevard off of highway 101.

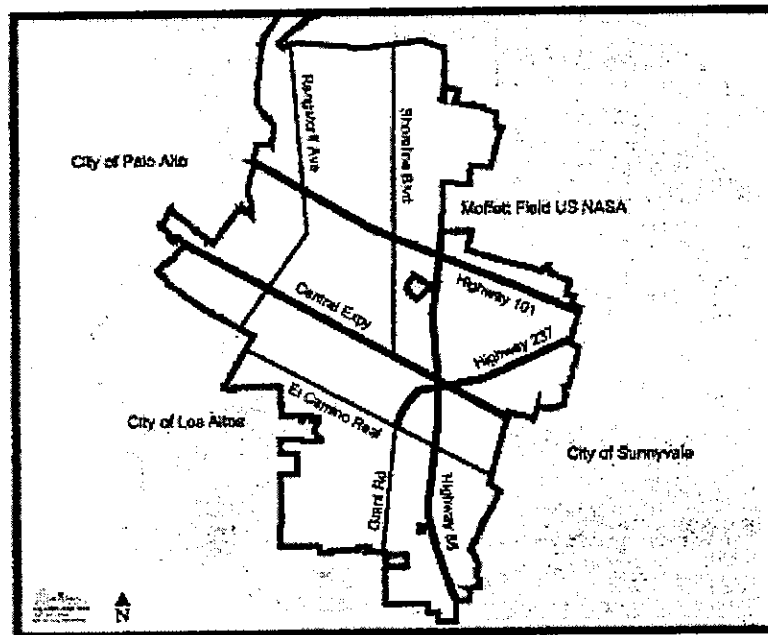
**Recreation**

The City enjoys many recreational facilities including operation of an eighteen-hole golf course, a 644-acre regional park with a boathouse and a sailing lake, and an outdoor amphitheater which seats 25,000. Through the Recreation department, the City provides an opportunity for community members to meet a portion of their recreation and social needs, introduce and develop leisure skills, promote healthy lifestyles and stimulate community involvement and pride. Activities, classes and events are held at Cuesta and Rengstorff District Parks, Crittenden and McKelvey Athletic Parks, Deer Hollow Farm, the Mountain View Sports Pavilion, the Whisman Sports Center, the Community Center, the Senior Center, Eagle and Rengstorff Pools and various park areas and school sites.

## CITY OF MOUNTAIN VIEW, CALIFORNIA COMMUNITY PROFILE (Continued)

### Location

Located in the heart of Silicon Valley, the City occupies approximately 12 square miles and is approximately 36 miles southeast of the City of San Francisco and 15 miles northwest of the City of San Jose (the County seat).



### Climate

The climate is mild. The average temperatures during the summer months are in the mid-70's while during the winter they are in the high 50's. Rand McNally ranks Mountain View's climate the eighth most desirable of 329 metropolitan areas.



**CITY OF MOUNTAIN VIEW, CALIFORNIA  
COMMUNITY PROFILE  
(Continued)**

**Transportation**

Several major freeways and roads run through the City: U.S. Highway 101, California State Highway 85, Route 237, California State Highway 82 (known as El Camino Real) and Central Expressway. The City is also conveniently located near Interstate Highway 280. The City is bisected by CalTrain and is the northwest terminus of the County's Light Rail System. The City has also been chosen as a stop for the CalTrain baby bullet which began service this summer. San Francisco International Airport is located 25 miles north of the City and San Jose International Airport is located 15 miles to the south.

**Land Use Distribution**

	<u>Total Acres</u>	<u>Percent of Total</u>
Residential	3,601	47%
Commercial	867	11%
Industrial	1,398	18%
Other	1,743	23%
Vacant	21	<1%

Note: Total acreage has changed due to more precise numbers from using new GIS technology.

**Housing**

There are a total of 33,129 housing units in the City of Mountain View. The median housing value for a single-family home is \$650,000; for a condo/townhouse is \$375,000. Housing units-owner occupied: 13,730 (41.5%); renter occupied: 19,360 (58.5%). Vacancy rate: 3.67%.

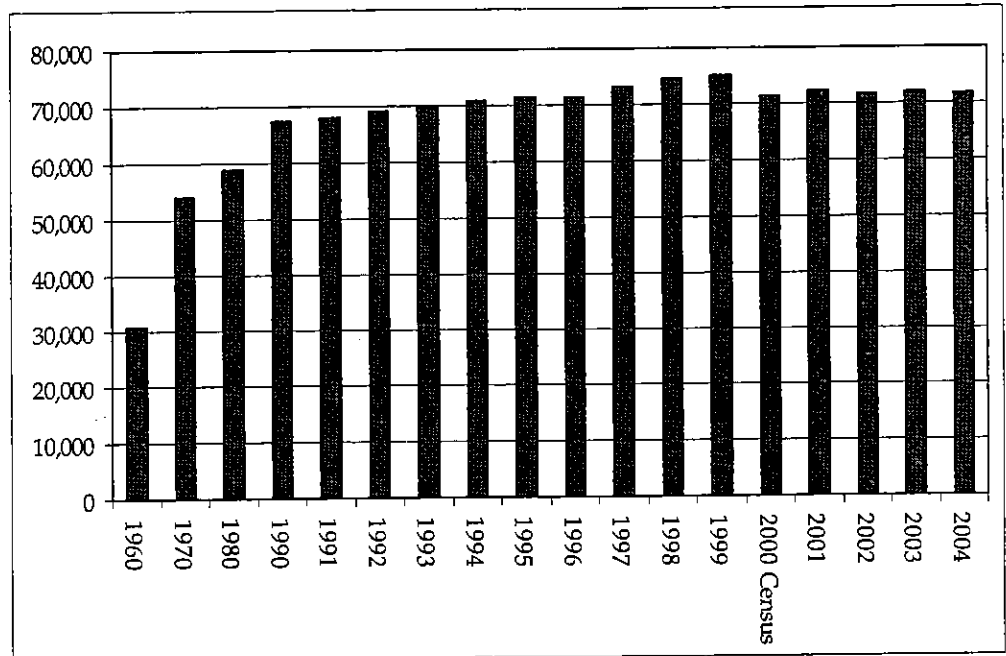
**2000 Census, Percent of All Units:**

Apartments	55%	Duplex	2%
Single Family Detached	28%	Mobile Homes	4%
Townhomes & Condominiums	11%		

**CITY OF MOUNTAIN VIEW, CALIFORNIA  
COMMUNITY PROFILE  
(Continued)**

**Population**

1960.....30,889  
1970.....54,132  
1980.....58,722  
1990.....67,460  
1991.....68,071  
1992.....69,070  
1993.....69,875  
1994.....70,835  
1995.....71,496  
1996.....71,300  
1997.....73,100  
1998.....74,700  
1999.....75,200  
2000....71,369  
2001....72,242  
2002....71,610  
2003....72,000  
2004....71,616



Sources: California State Department of Finance

**2000 Census, Population Breakdown:**

55.2%	Caucasian
20.5%	Asian
18.3%	Hispanic
2.5%	African American
0.2%	American Indian
0.2%	Pacific Islander
3.0%	Two or More Ethnicities

**2000 Census, Age Distribution:**

0-5	6.0%
6-19	13.5%
20-24	6.7%
25-34	24.6%
35-44	18.8%
45-54	12.6%
55-64	7.3%
65+	10.6%

**CITY OF MOUNTAIN VIEW, CALIFORNIA  
COMMUNITY PROFILE  
(Continued)**

**Major Employers**

<u>Employer</u>	<u>Type of Business</u>
Acuson Corporation	Diagnostic Imaging Systems
El Camino Hospital	Health Services
General Dynamics Electronic Systems	Electronics
Google	Software
Intuit Corporation	Financial Software
Johnson & Johnson Alza Corporation	Pharmaceutical
KPMG	Consulting & Tax Services
Microsoft Corporation	Software
Mercury Interactive	Software
Silicon Graphics, Inc.	Graphic Workstations
Synopsys, Inc.	Chip Development Software & Services
Veritas Software Global Corporation	Software

**Financial Status**

FY2004-05		Adopted	Adopted	Adopted
		General Fund	General Fund	Total
<u>City</u>	<u>Population *</u>	<u>Revenues</u>	<u>Appropriations</u>	<u>Budget**</u>
Cupertino	52,600	\$ 31,291,000	\$ 31,890,000	\$ 49,318,000
Los Altos	27,500	20,724,000	19,843,000	26,448,000
Milpitas	64,600	65,257,000	67,484,000	106,585,000
<b>Mountain View</b>	<b>71,600</b>	<b>72,452,000</b>	<b>71,418,000</b>	<b>157,204,000</b>
Palo Alto	60,200	16,792,000	116,015,000	382,643,000
San Jose	926,200	654,597,000	725,232,000	2,989,000,000
Santa Clara	107,200	117,294,000	117,294,000	394,945,000
Sunnyvale	131,700	95,161,000	103,440,000	220,571,000

Source: Revenues, Appropriations and Budget obtained from respective cities

\* Estimates as of 1/1/04, obtained from the California State Department of Finance.

\*\* Amounts exclude transfers

## **FISCAL YEAR 2004-05 BUDGET REVIEW PROCESS**

The budget process begins in November of each fiscal year, when all City departments begin preparation of their budget proposals for the upcoming fiscal year. Budget requests are reviewed by the Budget Review Team (consisting of the Assistant City Manager and the Finance and Administrative Services Director) and City Manager.

The budget is first presented to the City Council in May in the form of a Narrative Budget Report and then formally at public hearings in June. The budget is then adopted at a City Council meeting in June. This process complies with the procedures required in the City Charter for adoption of the annual budget specifying the annual City budget must be adopted prior to July 1, the beginning of each fiscal year.

Given the economic circumstances of the Fiscal Year 2004-05 budget, a study session was held on March 30 for the General Operating Fund to preliminarily discuss the concepts being considered for the Fiscal Year 2004-05 budget.

The table below is a condensed time line for the entire budget process for Fiscal Year 2004-05.

November	Departments prepare budget proposals for the upcoming fiscal year.
December	Departments submit budget requests to the Budget Review Team and the Capital Outlay Committee.
December-February	The Capital Outlay Committee meets with departments and reviews the department requests. The City Manager and the Budget Review Team meet with departments, review department budgets and develop recommendations.
February	Mid-Year Budget Report presented to City Council.
March	City Council annual goal-setting process – Part I. Review of the Community Development Block Grant (CDBG) funds. General Operating Fund Budget study session for Fiscal Year 2004-05 budget balancing concepts.
April	Review of the Five-Year Capital Improvement Program. Approval of the Community Development Block Grant (CDBG) funds.
May	Special and Utility Funds Budget Report and General Operating Fund (follow-up) study session. City Council goal setting process – Part II. Cost Recovery (Fee Study) Study Session. Capital Improvement Program study session and adoption. Adoption of annual goals.
June	Proposed budget and Five-Year Forecast presented to Council, public hearings and final budget adoption.

## FULL-TIME AND PERMANENT PART-TIME POSITION ALLOCATION

	ADJUSTED 2002-03	ADOPTED 2003-04	ADOPTED 2004-05	CHANGE
<u>GENERAL FUND</u>				
CITY COUNCIL	7.00	7.00	7.00	
CITY CLERK	5.50	4.00	4.00	
CITY ATTORNEY	9.00	8.00	8.00	
CITY MANAGER	8.60	7.00	7.00	
EMPLOYEE SERVICES	8.50	8.00	8.00	
FINANCE AND ADMIN SRVCS	39.00	36.50	34.75	-1.75 (a)
COMMUNITY DEVELOPMENT	27.50	22.50	22.30	-0.20 (b)
PUBLIC WORKS	57.18	46.42	45.13	-1.29 (c)
COMMUNITY SERVICES	80.15	73.15	72.40	-0.75 (d)
LIBRARY SERVICES	39.50	37.25	34.75	-2.50 (e)
FIRE	81.85	79.85	78.85	-1.00 (f)
POLICE	150.30	144.40	143.30	-1.10 (g)
	<u>514.08</u>	<u>474.07</u>	<u>465.48</u>	<u>-8.59</u>
<u>OTHER FUNDS</u>				
CITY MANAGER				
SHORELINE REGIONAL PARK COMMUNITY	0.40	0.40	0.40	
FINANCE AND ADMIN SRVCS				
WATER	1.00	2.00	2.75	+0.75 (h)
COMMUNITY DEVELOPMENT				
SHORELINE REGIONAL PARK COMMUNITY	1.25	1.25	1.25	
CDBG	1.70	1.70	1.70	
REVITALIZATION/PARKING	0.55	0.55	0.75	+0.20 (b)
PUBLIC WORKS				
SHORELINE REGIONAL PARK COMMUNITY	1.40	1.63	1.63	+0.00 (i)
WATER	37.99	34.72	34.06	-0.66 (j)
WASTEWATER	13.55	13.85	14.00	+0.15 (k)
SOLID WASTE MANAGEMENT	17.88	16.38	16.03	-0.35 (l)
EQUIPMENT MAINTENANCE	10.00	10.00	10.15	+0.15 (k)
COMMUNITY SERVICES				
SHORELINE PARK	8.35	9.10	9.10	
SHORELINE GOLF LINKS	24.25	22.25	21.25	-1.00 (m)
FIRE				
WASTEWATER	6.65	6.65	6.65	
POLICE				
GENERAL FUND RESERVE	5.00	4.00	3.00	-1.00 (n)
SUPPLEMENTAL LAW ENFRCMNT SRVCS	1.70	1.20	0.80	-0.40 (o)
LOCAL LAW ENFRCMNT BLOCK GRANT	1.00	1.00	1.00	
	<u>132.67</u>	<u>126.68</u>	<u>124.52</u>	<u>-2.16</u>
TOTAL EMPLOYEES	<u>646.75</u>	<u>600.75</u>	<u>590.00</u>	<u>-10.75</u>
CHANGE FROM PRIOR YEAR	-4.50	-46.00	-10.75	

## **FULL-TIME AND PERMANENT PART-TIME POSITION ALLOCATION**

(Continued)

Notes:

- a. Includes the elimination of 0.5 Accounts Payable Clerk and 0.5 Accounting Technician positions. Also includes the transfer of 0.50 Buyer and 0.25 Warehouse Worker positions to the Water Fund.
- b. Includes the transfer of 0.20 Economic Development Manager position from the General Operating Fund to the Revitalization Authority Fund.
- c. Includes the elimination of 1.0 Traffic Engineering Assistant II position. Also includes the transfer of 0.40 Executive Assistant position to the Water Fund, 0.05 Facilities position from the Shoreline Regional Park Community Fund (due to the elimination of the Facilities Manager, 0.05 charged to SRPC, and the add back of the Facilities Supervisor position, all charged to GF) and 0.06 Management position from other funds due to the reorganization of the department.
- d. Includes the elimination of the 0.75 Senior Stagehand position.
- e. Includes the elimination of the Bookmender position, 1.0 Library Assistant III position and 0.50 Library Assistant II position.
- f. Includes the elimination of a Building Inspector I/II position.
- g. Includes the elimination of 1.0 Police Lieutenant position and 0.50 Police Assistant position. Also includes the transfer of 0.40 Police Officer position from the Supplemental Law Enforcement Services (COPS) Grant Fund.
- h. Includes the transfer of 0.50 Buyer and 0.25 Warehouse Worker positions from the General Operating Fund.
- i. Includes the transfer of 0.05 Facilities position to the General Operating Fund (due to the elimination of the Facilities Manager, 0.05 charged to SRPC, and the add back of the Facilities Supervisor position, all charged to GF) and 0.05 Manager position from other funds due to the reorganization of the department.
- j. Includes the elimination of 1.0 Executive Assistant position. Also includes the transfer of 0.40 of the remaining Executive Assistant position from the General Operating Fund, and 0.06 of Manager position to other funds due to the reorganization of the department.
- k. Includes the transfer of 0.15 Manager position from other funds due to the reorganization of the department.

## **FULL-TIME AND PERMANENT PART-TIME POSITION ALLOCATION**

(Continued)

- l. Includes the transfer of 0.35 Manager position to other funds due to the reorganization of the department.
- m. Includes the elimination of the Assistant Golf Course Superintendent position.
- n. Includes the elimination of the Police Records Specialist Overhire position funded for Fiscal Year 2003-04 only.
- o. Includes transfer of 0.40 Police Officer position to the General Operating Fund.

**FISCAL YEAR 2004-05**  
**FUNDING OF NONPROFIT AGENCIES**

<u>AGENCY</u>	<u>2003-04 Adopted</u>	<u>2004-05 Requested</u>	<u>2004-05 Adopted</u>
<u>General Fund Funded</u>			
Catholic Charities	\$ 9,640	10,122	10,122
Community School of Music & Arts			
Education Program	15,558	20,000	15,558
CSA - Senior Meals	31,160	31,783	31,783
Health Trust (Meals on Wheels)	0	15,257	2,450
MayView Community Health Center	35,401	35,401	35,401
Mid Peninsula YWCA	6,000	0	0
Parents Helping Parents	5,000	5,000	5,000
Project Sentinal - Fair Housing Services	15,000	15,000	15,000
Rebuilding Together	0	6,000	2,450
Support Network for Battered Women	32,000	32,000	32,000
Community Health Awareness Council	64,867	66,813	66,813
Project Sentinel	84,214	84,214	84,214
Joint Venture:Silicon Valley	15,000	15,000	15,000
KMVT	70,000	70,000	70,000
Community School of Music & Arts			
Arts in Action	52,259	52,259	52,259
Music in Action	24,800	24,800	24,800
Youth Sports Fee Waiver	8,000	8,000	8,000
General Fund Total	\$ <u>468,899</u>	<u>491,649</u>	<u>470,850</u>
<u>CDBG Funded</u>			
Clara-Mateo Alliance Shelter			
Emergency shelter for families	\$ 5,000	7,000	7,000
CSA - Senior Services	32,893	33,879	33,879
CSA - Emergency Assistance	39,542	41,519	41,519
Plus one-time funding	0	0	2,694
CSA - Alpha Omega Shelter	9,315	9,315	9,315
Emergency Housing Consortium	16,027	16,027	16,027
May View Community Health Center	5,000	8,107	8,107
Project Sentinel - Fair Housing Services	5,000	5,000	5,000
Second Harvest Food Bank	5,764	5,764	5,764
Plus one-time funding	0	0	2,695
Senior Adults Legal Assistance	2,930	6,000	6,000
Social Advocates for Youth	7,079	7,500	7,500
CDBG Total	\$ <u>128,550</u>	<u>140,111</u>	<u>145,500</u>
	Maximum	Maximum	Maximum



**FISCAL YEAR 2004-05  
ONE-TIME EXPENDITURES**

General Fund One-Time Expenditures – To be funded from Fiscal Year 2003-04 Carryover

City Council:	\$ <u>15,200</u>
Newly Elected Councilmember Per Term Allowance	15,200
City Clerk's Office:	<u>150,000</u>
2004 General Municipal Election	150,000
Employee Services Department:	<u>15,000</u>
Police/Fire Recruiting and Selection Assessments	15,000
Finance and Administrative Services Department:	<u>15,000</u>
Hotel Compliance Audit	15,000
Community Development Department:	<u>158,000</u>
Consultant Services	125,000
Rowhouse Design	33,000
Community Services Department:	<u>10,100</u>
Reciprocating Saws	4,300
Hepatitis B Vaccinations	3,300
Rengstorff Pool Guard Chairs	2,500
Library Services Department:	<u>20,000</u>
Materials Budget (Books, Periodicals, etc.)	20,000
Fire Department:	<u>32,000</u>
New Hire Costs	32,000
Police Department:	<u>196,300</u>
Three Police Officer Overhires	183,900
Property and Evidence Audit	7,000
Local Law Enforcement Block Grant Matching Funding	5,400
Total General Fund One-Time Expenditures	\$ <u>611,600</u>

**FISCAL YEAR 2004-05  
ONE-TIME EXPENDITURES  
(Continued)**

Other Fund One-Time Expenditures- To be funded from Fund Balance

City Manager's Office:	\$ <u>40,000</u>
<u>Cable Fund:</u>	
Legal Services for Franchise Renewal	40,000
Community Development Department:	<u>165,000</u>
<u>Revitalization Authority:</u>	
Consultant Services	50,000
Retail Business Recruitment	35,000
Five-Year Plan	20,000
<u>Shoreline Regional Park Community:</u>	
Business Recruitment Strategy	25,000
<u>Below Market Rate Housing Fund:</u>	
Consolidated Plan for HUD	35,000
Community Services Department:	<u>75,000</u>
<u>Shoreline Regional Park Community:</u>	
4 <sup>th</sup> of July Event	75,000
Non-Department:	<u>15,000</u>
<u>Retirees Health Fund:</u>	
Actuarial Study	15,000
Total Other Fund One-Time Expenditures	\$ <u>295,000</u>

**FISCAL YEAR 2004-05  
ADOPTED CAPITAL OUTLAY**

General Operating Fund

Community Development Department:	\$ <u>10,000</u>
Plotter	10,000
Community Services Department:	<u>46,900</u>
Performing Arts Center Exterior Directional Signage	12,000
Senior Center Chairs and Tables	11,600
Performing Arts Center Dance Floor (Replacement)	10,000
Park Irrigation Heads (Replacement)	7,800
Park Information Signs	5,500
Library Department:	<u>33,500</u>
Tables and Chairs for Study Room	15,000
Chair Replacements/Repairs	10,000
End of Stack Signs	5,000
Construct a Door	3,500
Fire Department:	<u>50,500</u>
Breathing Apparatus Air Compressor (Replacement)	33,000
SCBA Face Piece (Replacement—30% Grant Match)	17,500
Police Department:	<u>22,500</u>
Vehicle Dual Rack Weapons Mount and Weapons	22,500
General Operating Fund Total	\$ <u>163,400</u>

**FISCAL YEAR 2004-05**  
**ADOPTED CAPITAL OUTLAY**  
(Continued)

Non General Operating Fund

City Manager's Office:

Cable: \$ 34,200

2 Council Chamber Cameras (Replacement) 34,200

Finance and Administrative Services Department:

General Fund Reserve: 38,500

Dictaphone Equipment (Replacement) 38,500

Public Works Department:

Fleet: 30,000

Particulate Matter Filters 30,000

Community Services Department:

General Fund Reserve: 36,000

Teen Center Building Modifications 36,000

Fire Department:

General Fund Reserve: 40,300

SCBA Component Upgrade (Replacement—30% Grant Match) 40,300

Police Department:

General Fund Reserve: 70,000

LiveScan 70,000

Total Other Funds 249,000

Total Capital Outlay \$ 412,400

**FISCAL YEAR 2004-05  
ADOPTED EQUIPMENT REPLACEMENT**

COMPUTERS: \$ 855,000

4	VLAN Switches	300,000
130	Computers	251,800
27	Printers	88,300
	Miscellaneous Software Licenses	55,700
5	Servers, High Capacity	51,500
3	Plotters	28,000
4	Servers, Medium Capacity	27,200
1	PIX Firewall	22,500
1	Image CD-ROM Jukebox	13,500
2	Scanners	11,000
1	Overhead Display System	5,500

COMPUTER AIDED DISPATCH/RECORDS MANAGEMENT SYSTEM: 246,300

Replacement of CAD/RMS Computer Hardware 246,300

COMMUNICATIONS CENTER: 96,000

1	Antenna Villa Street	50,000
1	Antenna Villa Comb Sy	40,000
2	UPS Batteries	6,000

FIRE RADIOS: 76,100

9	Mobile Radios	38,700
17	Portable Radios	37,400

POLICE RADIOS: 201,600

35	Mobile Radios	157,500
22	Portable Radios	23,100
6	Motorcycle Radios	21,000

**FISCAL YEAR 2004-05**  
**ADOPTED EQUIPMENT REPLACEMENT**  
(Continued)

FLEET:	\$ <u>666,000</u>
9 Patrol Cars	270,000
1 Heavy Truck	70,000
3 ½ Ton Trucks	51,000
3 Mini Trucks	48,000
2 ¾ Ton Cab and Chasity	46,000
9 Patrol Car Equipment Swap	45,000
2 Sedan/Wagon	34,000
1 Scooter	26,000
3 ¾ Ton Body	24,000
1 Small Mower	20,000
1 Motorcycle	17,000
5 Miscellaneous Equipment	15,000
GOLF EQUIPMENT:	<u>370,300</u>
75 Powered Golf Carts	315,000
1 Triplex Green Mower	25,000
1 Trim Mower	22,800
1 1-Ton Dump Truck	7,500
TOTAL EQUIPMENT REPLACEMENT	<u>\$2,511,300</u>

**FISCAL YEAR 2004-05**  
**ADOPTED CAPITAL IMPROVEMENT PROJECTS**

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2004/2005*</u>
<b><u>Amended Projects</u></b>			
<b>02-23</b>	<b>Interim Senior Center</b> Reducing funding made available for funding the Senior Center Design and Construction Project (Project 04-28).	CIP Reserve	\$ (750)
<b>04-28</b>	<b>Senior Center Design and Construction</b> Increasing funding made available from savings on the Interim Senior Center Project (Project 02-23).	CIP Reserve	500
<b>04-40</b>	<b>Stevens Creek Trail, Yuba Drive through El Camino Real</b> Increasing funding for design, right-of-way acquisitions and construction.	Shoreline Community Other (TFCA Grant)	1,000
		Other (State Park Grants)	700
			1,004
<b>01-51</b>	<b>Downtown Parking Structure No. 2, Design</b> Consolidating project design funding into project 03-31.	Parking District	(1,050)
<b>03-31</b>	<b>Downtown Parking Structure No. 2, Construction</b> Incorporating funds from project 01-51 increasing bond funding and appropriating developer fees.	Parking District	1,050
		Other (Bonds)	1,000
		Other (Donation)	84
<b>99-25</b>	<b>Stevens Creek Trail, Reach 4, Segment 1 Construction</b> Transfer to new project for mitigation planting.	C/C Tax	(24)
		Shoreline Community	(56)

**FISCAL YEAR 2004-05**  
**ADOPTED CAPITAL IMPROVEMENT PROJECTS**  
(Continued)

**Infrastructure Maintenance and Other Projects**

<b>05-01</b>	<b>04-05 Street Resurfacing Program</b> Install asphalt concrete and fog seal overlays, raise utilities and monuments. Also includes City facility parking lot resurfacing.	CIP Reserve C/C Tax	\$ 385 300
<b>05-02</b>	<b>04-05 Traffic Signal Replacements/Modifications</b> Replace traffic signal controllers, related equipment and traffic detector loops. Includes minor modifications to existing traffic signals to improve traffic safety.	C/C Tax	69
<b>05-03</b>	<b>04-05 Slurry Seal Program</b> Apply slurry seal to selected street surfaces and City facility parking lots as required.	C/C Tax	102
<b>05-04</b>	<b>04-05 Water System Improvements</b> Scheduled replacement of smaller water system components and minor unscheduled improvements to the City's water system.	Water	284
<b>05-05</b>	<b>04-05 Wastewater System Improvements</b> Unscheduled minor improvements/repairs to the City's wastewater collection and pumping system.	Wastewater	131
<b>05-06</b>	<b>04-05 Concrete Sidewalk/Curb Repairs</b> Replace deteriorated sidewalks and repair concrete curbs, gutters, and sidewalks displaced by street tree growth, and/or failure of City-owned utilities.	C/C Tax	425
<b>05-07</b>	<b>04-05 Parks Pathway Resurfacing</b> Renovate various park pathways within City parks.	CIP Reserve	81



**FISCAL YEAR 2004-05**  
**ADOPTED CAPITAL IMPROVEMENT PROJECTS**  
(Continued)

<b>05-08</b>	<b>04-05 Shoreline Pathway, Roadway, Parking Improvements</b> Correct drainage problems and damage due to differential settlement; provide pathway, roadway and parking related amenities.	Shoreline Community	\$ 158
<b>05-09</b>	<b>04-05 Forestry Maintenance Program and Street Tree Replanting</b> Contract for pruning, removing, stumping, purchasing, and replanting approximately 800 to 1,000 medium to large trees within the City. Maintain trees damaged by freezing, disease, drought and other natural causes.	CIP Reserve C/C Tax	46 120
<b>05-10</b>	<b>04-05 Shoreline Landfill Cap Maintenance and Repairs</b> Regulatory mandates of the Bay Area Air Quality Management District and the Regional Water Quality Control Board require the City to protect the integrity of the landfill cap and prevent surface emissions by regrading, filling, recompact, and making other improvements.	Shoreline Community	105
<b>05-11</b>	<b>04-05 Developer Reimbursements</b> Construction of street and utility improvements concurrent with private development. Adjacent properties benefiting from street and utility improvements will be required to reimburse the City for the improvements.	CIP Reserve Water Wastewater Storm Construct.	26 26 26 26
<b>05-12</b>	<b>04-05 Street Lane Line and Legend Repainting</b> Annual repainting City street lane lines and legends and public and downtown parking lots.	CIP Reserve C/C Tax	90 154

**FISCAL YEAR 2004-05**  
**ADOPTED CAPITAL IMPROVEMENT PROJECTS**  
(Continued)

<b>05-13 04-05 Landfill Gas/Leachate System Repairs and Improvements</b>	Annual repairs and improvements to large components of the landfill gas and leachate system.	Shoreline Community	\$ 105
<b>05-14 04-05 Facilities Maintenance Plan</b>	Repair, replace, or maintain City and Shoreline Community facilities (HVAC, roofs, carpets, plumbing, etc.)	C/C Tax	350
		Shoreline Community	100
		Parking Dist.	110
<b>05-15 04-05 Annual Traffic Studies/NTMP Improvements</b>	Funds traffic control devices authorized through the Neighborhood Traffic Management Program, and annual contracts with traffic consultants to study neighborhood traffic issues.	CIP Reserve	80
		Gas Tax	25
<b>05-16 04-05 Maintenance Agreement for JPB/VTa Transit Center</b>	Reimbursement of City expenses by JPB/VTa.	Other (Reimbursement)	100
<b>05-17 Shoreline Infrastructure Maintenance</b>	Maintenance of water lines, sewer lines, storm drainage system, water system supplying the sailing lake.	Shoreline Community	200
<b>05-18 Information Services Computer Projects</b>	Funding for anticipated computer systems, upgrades and enhancements.	CIP Reserve	28
		C/C Tax	28
		Water	38
		Wastewater	38
		Solid Waste	9
		Shoreline Community	9

**FISCAL YEAR 2004-05**  
**ADOPTED CAPITAL IMPROVEMENT PROJECTS**  
(Continued)

<b>05-19 Rengstorff Park Tennis Court Resurfacing</b>		
Routine 5-year scheduled resurfacing of the eight tennis courts.	CIP Reserve	\$ 65
<b>05-20 Biannual Good Neighbor Fence (GNF) Fence Replacements</b>		
City share of cost to replace fences shared with private properties.	C/C Tax	36
<b>05-21 Rengstorff Pool Replastering and Repairs</b>		
Normal maintenance for swimming pool as plaster lasts 8-12 years, and Rengstorff Pool was last replastered in 1991.	CIP Reserve	100
<b>05-22 San Antonio Bridge Over Central Expressway Repairs</b>		
Minor repairs to street surface, joints, sidewalks and curbs.	CIP Reserve	32
	Gas Tax	36
	Other (Palo Alto Share)	32
<b>05-23 Terra Bella Site Maintenance</b>		
Repairs to building exterior and parking lot.	Solid Waste	100
<b>05-24 Recruitment of Retail Tenant for Parking Structure No. 2</b>		
Professional services support to recruit a desired retail tenant for the new parking structure.	Downtown Revitalization	65
<b>05-25 Marketing of Downtown City-Owned Properties</b>		
Professional services support to develop and implement strategies to market strategic City owned properties.	Downtown Revitalization	130

**FISCAL YEAR 2004-05**  
**ADOPTED CAPITAL IMPROVEMENT PROJECTS**  
(Continued)

<b>05-26 Library Customer Service Improvement Study</b>		
Study to address service deficiencies and to evaluate cost-effective ways to reconfigure space in the library.	C/C Tax	\$ 50
<b>05-27 Moffett/U. S. Highway 101 Gateway Development</b>		
Initial funding for traffic studies, appraisals and other actions to consolidate property for gateway development.	C/C Tax	200
<b><u>Capital Improvement Projects</u></b>		
<b>05-28 Miscellaneous Water Main/Service Line Replacement</b>		
Replace corroded and/or undersized cast iron pipe water mains on various streets. The replacement will include water services and fire hydrants.	Water	1,318
<b>05-29 Miscellaneous Storm/Sanitary Sewer Main Replacement</b>		
Repair and replace storm and sanitary sewer pipes, manholes and systems identified by the City's annual line televising program.	Wastewater	1,276
<b>05-30 Traffic Signal at Miramonte Avenue/ Barbara Avenue</b>		
Design and install a new traffic signal at Miramonte Avenue and Barbara Avenue intersection.	C/C Tax	200
<b>05-31 Library Automated Book Check-in and First Floor Modifications</b>		
Install book check-in system and first floor modifications to automate check-in and checkout process reducing staff requirements in the library.	C/C Tax	800

**FISCAL YEAR 2004-05**  
**ADOPTED CAPITAL IMPROVEMENT PROJECTS**  
(Continued)

<b>05-32 Well No. 23 (Graham Reservoir)</b>		
Construct new water well at Graham Reservoir.	Water	\$ 1,270
<b>05-33 Security Upgrades to Utility Systems</b>		
Install monitoring and security features identified from the recent federally mandated facilities vulnerability study.	Water	125
	Wastewater	125
<b>05-34 Install Countdown Pedestrian Signals and Access Ramps</b>		
Countdown pedestrian signals and access ramps at three intersections.	CIP Reserve	5
	Other (TDA Funds)	45
<b>05-35 ADA Playground Improvements (Rengstorff Park)</b>		
Upgrade the main playground and two separate tot areas.	C/C Tax	160
<b>05-36 Citywide Irrigation System Replacement, Phase I (Shoreline Reg. Park Community)</b>		
Replaces 28 controllers located in Shoreline Park, Charleston Park, and medians in the Shoreline Regional Park Community.	Shoreline Community	72
<b>05-37 Restroom at Shoreline Golf Links Driving Range</b>		
New unisex facility for driving range customers.	Shoreline Golf Links	71
<b>05-38 Stevens Creek Trail Reach 4, Segment 1, Mitigation Planting</b>		
Plantings to mitigate environmental impacts trail construction.	C/C Tax	24
	Shoreline Community	56
	Other (State Grant)	150

**FISCAL YEAR 2004-05**  
**ADOPTED CAPITAL IMPROVEMENT PROJECTS**  
(Continued)

<b>05-39 Recycled Water Distribution System, Construction</b>		
Design and construct expanded system to distribute reclaimed water in the Shoreline Regional Park Community.	Shoreline Community	\$ 8,100
<b>05-40 Rengstorff Park Tennis Bleacher Replacement</b>	C/C Tax	110
Install portable bleachers to replace old non-ADA complying bleachers.		
<b>05-41 Improve Alleyway at 236 Castro Street</b>		
Painting, and adding wall lights to make alleyway cleaner and lighter.	Parking District Downtown Revitalization	25 25
<b>05-42 Permanente Creek Ped/Bike Overcrossing Hwy. 101, Design</b>		
Design the over crossing, obtain environmental clearance and permits.	Shoreline Community	300
<b>05-43 Castro Street Tree Replacement</b>		
Remove and replace street trees and modify tree guards.	Other (Bond Proceeds)	96
<b>05-44 Devonshire Park Design and Construction</b>		
Design and construct neighborhood park on City owned land.	Park Land Other (CDBG)	556 104
<b>05-45 Downtown Infrastructure Refurbishment</b>		
Painting tree frames, breezeway, light poles, bus stops, replacing globe lights, replacing garbage cans and refurbishing kiosks on Castro Street and in downtown area.	C/C Tax Downtown Revitalization	100 85
	<b>Total</b>	<b><u>\$23,276</u></b>

**FISCAL YEAR 2004-05**  
**ADOPTED CAPITAL IMPROVEMENT PROJECTS**  
(Continued)

**FY 2004/2005 PROJECTS**

**FUNDING SUMMARY**

CIP Reserve Fund	\$688
Construction/Conveyance Tax Fund	3,204
Water Fund	3,061
Wastewater Fund	1,596
Storm Drain Fund	26
Solid Waste Management Fund	109
Gas Tax Fund	61
Shoreline Community Fund	10,149
Shoreline Golf Links Fund	71
Parking District Fund	135
Downtown Revitalization Funding	305
Park Land Fund	556
Other Funding	<u>3,315</u>
<b>Total</b>	<b><u>\$23,276</u></b>

# ONGOING OPERATING COSTS/SAVINGS FROM CAPITAL IMPROVEMENTS

As discussed in the transmittal letter, there is an estimated \$63,800 of increased operating costs associated with nine capital improvement projects adopted for Fiscal Year 2004-05.

The names of the projects and brief description of the increased costs may be found below.

<u>Project</u>	<u>Increased/Decreased Operating Costs</u>
Senior Center Design and Construction <i>Annual materials and supplies.</i>	\$1,000
Stevens Creek Trail, Yuba Drive through El Camino Real <i>Annual maintenance.</i>	7,000
Downtown Parking Structure No. 2, Construction <i>Annual maintenance, supplies and contract services.</i>	110,000
Information Services Computer Projects <i>Increased maintenance agreements.</i>	5,000
Library Automated Book Check-in and First Floor Modifications <i>Annual salary savings for 3.0 full time employees.</i>	(200,000)
Well No. 23 (Graham Reservoir) <i>Miscellaneous personnel costs, annual supplies, maintenance, and testing.</i>	81,800
Security Upgrades to Utility Systems <i>Software, computer equipment and controllers.</i>	25,000
Citywide Irrigation System Replacement, Phase I (Shoreline Reg. Park Community) <i>Software and equipment.</i>	26,500
Stevens Creek Trail Reach 4, Segment 1, Mitigation Planting <i>Annual replanting and irrigation costs.</i>	7,500



## TOP TEN PROPERTY TAXPAYERS

Fiscal Year 2003-04  
(Dollars in Thousands)

<u>OWNER</u>	<u>PRIMARY USE</u>	<u>ASSESSED VALUATION</u>	<u>PERCENTAGE OF TOTAL ASSESSED VALUATION</u>
Legacy Partners Inc.	Unsecured	\$ 254,181	2.2%
Alza Corporation	Industrial	195,634	1.7%
Microsoft Corporation	Unsecured	140,742	1.2%
BP Shoreline Technology Park LLC	Industrial	101,200	0.9%
Richard T. Peery	Industrial/ Commercial	155,595	1.3%
Mission West Shoreline LLC	Industrial	93,280	0.8%
P & A Charleston Road LLC	Commercial	87,607	0.7%
Silicon Graphics Inc.	Unsecured	76,186	0.7%
SL Investments III LLC	Industrial	75,613	0.7%
Sun Microsystems Inc.	Unsecured	55,712	0.5%
Subtotal		<u>\$ 1,235,750</u>	<u>10.7%</u>

Fiscal Year 2003-2004 Total Net Assessed Valuation \$ 11,526,266,156

Source: Santa Clara County Assessor Fiscal Year 2003-04 Combined Tax Rolls (as of June 2004)

## COMPUTATION OF LEGAL DEBT MARGIN

June 30, 2004  
(Dollars in Thousands)

Assessed value (net) - June 30, 2004 (1)	\$ <u>9,431,701</u>
Debt limit: 15% of assessed value	1,414,755
Less total bonded debt, general obligation	<u>0</u>
Legal debt margin (2)	\$ <u>1,414,755</u>

(1) Source: Cal Muni. Does not include tax increment districts.

(2) The legal debt margin for the City of Mountain View, California, is calculated using a debt limit of 15 percent of the assessed value of property within the City limits.

## ANNUAL DEBT SERVICE PAYMENTS BY ENTITY

	<u>2002-03</u> <u>AUDITED</u>	<u>2003-04</u> <u>ADOPTED</u>	<u>2004-05</u> <u>ADOPTED</u>
<b>City of Mountain View</b>			
2001 Refunding Certificates of Participation (COPs)			
Principal	590,000	620,000	640,000
Interest	411,669	407,244	381,894
TOTAL City of Mountain View	<u>1,001,669</u>	<u>1,027,244</u>	<u>1,021,894</u>
<b>SHORELINE REGIONAL PARK COMMUNITY</b>			
1993 Series A Tax Allocation Bonds			
Principal	760,000	795,000	0
Interest	1,130,412	1,102,231	0
Total 1993 Series A TA Bonds	<u>1,890,412</u>	<u>1,897,231</u>	<u>0</u>
1996 Series A Tax Allocation Bonds			
Principal	565,000	590,000	620,000
Interest	1,034,743	1,015,270	979,060
Total 1996 Series A TA Bonds	<u>1,599,743</u>	<u>1,605,270</u>	<u>1,599,060</u>
2001 Tax Allocation Refunding Bonds			
Principal	870,000	915,000	950,000
Interest	736,358	725,878	690,740
Total 2001 TA Refunding Bonds	<u>1,606,358</u>	<u>1,640,878</u>	<u>1,640,740</u>
2004 Tax Allocation Refunding Bonds			
Principal	0	0	1,360,000
Interest	0	0	734,913
Total 2004 TA Refunding Bonds	<u>0</u>	<u>0</u>	<u>2,094,913</u>
TOTAL Shoreline Regional Park Community	<u>5,096,513</u>	<u>5,143,379</u>	<u>5,334,713</u>

**ANNUAL DEBT SERVICE PAYMENTS BY ENTITY**  
(continued)

	<u>2002-03</u> <u>AUDITED</u>	<u>2003-04</u> <u>ADOPTED</u>	<u>2004-05</u> <u>PROPOSED</u>
<b>REVITALIZATION AUTHORITY</b>			
1995 Refunding Certificates of Participation (COP)			
Principal	340,000	355,000	0
Interest	384,231	401,903	0
Total 1995 Refunding COP	<u>724,231</u>	<u>756,903</u>	<u>0</u>
2003 Certificates of Participation (Refunding & Capital Projects)			
Principal	0	0	790,000
Interest	0	0	759,407
Total 2003 COP (Refunding & Capital Projects)	<u>0</u>	<u>0</u>	<u>1,549,407</u>
2003 Tax Allocation Bonds			
Principal	0	0	300,740
Interest	0	0	420,000
Total 2003 Tax Allocation Bonds	<u>0</u>	<u>0</u>	<u>720,740</u>
TOTAL Revitalization Authority	<u>724,231</u>	<u>756,903</u>	<u>2,270,147</u>
<b>TOTAL DEBT SERVICE REQUIREMENTS</b>	<b>\$ <u>6,822,413</u></b>	<b><u>6,927,526</u></b>	<b><u>8,626,754</u></b>

Note: Interest payment includes Trustee fees.

**DEBT SERVICE REQUIREMENTS**  
**AS OF JUNE 30, 2004**  
(Dollars in Thousands)

<u>Type of Indebtedness</u>	<u>Maturity</u>	<u>Interest Rates</u>	<u>Authorized and Issued</u>	<u>Outstanding as of June 30, 2004</u>
<u>Tax Allocation Bonds(a)</u>				
Shoreline Regional Park Community:				
1996 Tax Allocation Bonds	2021	4.0 - 5.6%	\$ 21,750	\$ 18,130
2001 TA Refunding Bonds	2016	3.5 - 5.25%	17,520	15,735
2004 TA Refunding Bonds	2018	2.0 - 5.0%	19,520	19,520
Revitalization Authority:				
2003 TA Refunding Bonds	2018	6.0%	7,000	<u>7,000</u>
Total tax allocation bonds				<u>60,385</u>
<u>Special Assessment Debt with Governmental Commitment(b)</u>				
	Up to 2022	4.1 - 8.2%	6,016	<u>1,436</u>
<u>Certificates of Participation</u>				
City of Mountain View:				
2001 Refunding (a)	2015	3.5 - 4.75%	10,720	9,510
Revitalization Authority:				
2003 Refunding (a)	2019	3.5 - 5.375%	16,930	<u>16,930</u>
Total certificates of participation				<u>26,440</u>
Total long-term debt				<u>\$88,261</u>

Debt service payments are generally made from the following sources:

- (a) Transfers from the General Fund and property taxes transferred from the Special Revenue Funds to the Debt Service Funds.
- (b) Special assessment revenues recorded in the Special Assessment Debt Service Fund.

## **FINANCIAL AND BUDGETARY POLICY**

### **Budget Policies:**

- The adopted budget shall serve as the annual financial plan for the City. This financial plan shall include the goals and objectives set by the City Council and the level of services determined by the City Council.
- A balanced budget will be adopted annually, whereby operating expenditures shall not exceed operating revenues.
- Performance and workload measures, which reflect the effectiveness, efficiency or workload of departmental operations, will be included in the annual budget.

### **Revenue & Expenditure Policies:**

- The development and maintenance of diversified and reliable revenue streams will be the primary revenue policy of the City. The City will focus its efforts to optimize existing revenue sources while periodically reviewing potential new revenue sources.
- Revenues and expenditures will be forecast for the upcoming budget year and the four subsequent years.
- Revenues and expenditures will be estimated conservatively using information provided by State and other governmental agencies, trending of historical information and other relevant information.
- Fees and charges for services will be evaluated and, if necessary, adjusted annually. The City's objective in setting fees and charges for services is to achieve a reasonable level of cost recovery for services that are not provided to, or do not benefit the community as a whole.
- A good internal control structure assuring that only properly authorized expenditures are made will be maintained.
- Expenditures will be controlled at the fund and department level and will not exceed appropriations without City Council authorization. Appropriations lapse at the end of the fiscal year to the extent that they have not been expended or encumbered.
- Obligations of the City will be recognized when incurred. Encumbrances will be used for outstanding commitments. Encumbrances outstanding at year-end will be carried over to the next fiscal year and are automatically reappropriated for inclusion in the next fiscal year's budget.

### **Reserve Policies:**

- The General Fund Contingency Reserve, with a policy level to be equal to approximately 5 percent of the general operating budget, will be used for City Council approved expenditures not appropriated during the annual budget process and/or to cover unanticipated revenue shortfalls.

## **FINANCIAL AND BUDGETARY POLICY (Continued)**

- The General Fund Long Term Contingency Reserve, with a policy level to be equal to approximately 10 percent of the general fund operating budget, will be used only in situations of extreme physical or financial emergency and with the approval of the City Council.
- The Revenue Stabilization Reserve shall be established to generate revenue from investment earnings and provide funds for inter-fund loans and advances.
- The Budget Transition Reserve shall be established to strategically position the City to adjust to lower revenues during economically challenging times.
- The Property Management Reserve shall be established to provide a source of funds for obligations which could arise from the City's leasing of property in the North Bayshore Area, including legal, environmental testing or other costs normally incurred by a lessor.
- The Capital Improvement Projects Reserve, with a policy level of a minimum of \$5 million, will be used for the funding of capital improvement projects authorized by the City Council. To the extent possible, General Operating Fund carryovers remaining from the end of the fiscal year, not designated for other reserve purposes, may be applied to this Reserve.
- The Strategic Property Acquisition Reserve shall be established for the purpose of setting aside specific funds to be used for the acquisition of strategic property(ies).
- The Compensated Absences Reserve shall fund the City's obligation for employees' accrued vacation and sick leave.
- The PERS Liability Reserve shall fund the City's obligation for employers PERS (Public Employees Retirement System) rate above the normal cost rate.
- The Equipment Replacement Reserve shall be maintained for the replacement of capital equipment.
- The Workers' Compensation Reserve shall be maintained at a level deemed adequate to meet projected liabilities as determined by an actuarial evaluation to be conducted at least once every three years plus two years of self-insured retention.
- The Liability Self-Insurance Reserve shall be maintained at a minimum level of \$2 million plus an amount to fund incurred claims.
- The Unemployment Self-Insurance Reserve and the Employee Benefits Plan Reserve will be reviewed annually and maintained at a level adequate to meet estimated unemployment and employee benefit liabilities, respectively.

## **FINANCIAL AND BUDGETARY POLICY**

### **(Continued)**

- The Retirees' Health Plan Reserve will be reviewed annually with a funding goal adequate to meet projected liabilities as determined by an actuarial evaluation to be conducted periodically.

- The Water Fund Reserve shall be maintained at a minimum of the following:

- 1) 10 percent of operating budget for emergency
- 2) 15 percent of operating budget for contingency and rate stabilization
- 3) \$2 million for capital improvements

- The Wastewater Fund Reserve shall be maintained at a minimum of the following:

- 1) 10 percent of operating budget for emergency
- 2) 15 percent of operating budget for contingency and rate stabilization
- 3) \$1 million for capital improvements

- The Solid Waste Fund Reserve shall be maintained at a minimum of the following:

- 1) 10 percent of operating budget for emergency
- 2) 15 percent of operating budget for contingency and rate stabilization

#### Capital Improvement Policies:

- A five-year comprehensive Capital Improvement Plan (CIP), identifying proposed major construction projects, capital equipment outlays, land acquisition and other capital improvement expenditures, and providing an analysis of the estimated funding available and necessary to fund these projects, shall be prepared each year and presented to the City Council for approval.

- The plan shall identify all proposed projects to be initiated during the five-year period.

- The first year of the five-year plan shall be appropriated annually. The appropriations for each project are ongoing until project completion, project cancellation or amendment.

- The adopted capital improvement budget shall only include those projects which can reasonably be accomplished or substantially started within the fiscal year.

- Recurring annual projects shall be closed out at the end of the fiscal year or as soon as all related expenditures have been paid.

- Capital projects will be reviewed on an annual basis for amendments or potential closure/cancellation.

- A list of unscheduled projects (projects not included in the five-year period) will be identified in the five-year plan as an indication of potential future projects.

- Future potential ongoing operating costs associated with a project will be identified with the project in the five-year plan.



## **FINANCIAL AND BUDGETARY POLICY**

### **(Continued)**

#### Cash Management and Investment Policies:

- The City will follow modern cash management practices that require active revenue oversight, prompt collection, deposit and investment of all funds and cash flow management which maximizes the amount of invested cash balanced with the timely payment of obligations.
- The City will invest all funds in accordance with the Investment policy based on the following criteria:
  - 1) Safety of investment
  - 2) Maintenance of sufficient liquidity to meet cash flow needs
  - 3) Attainment of a total rate of return consistent with the requirements of the City's Investment Policy
- The City shall conduct all of its investment activities in accordance with the California Government Code Section 53600 and the City's investment policy.
- The City's investment policy shall be updated as necessary and approved by the City Council on an annual basis. A complete report on the City's investment portfolio shall be presented to the City Council on a regular basis.
- A cash flow analysis shall be prepared on a monthly basis in order to estimate the amount of funds available for investment.

#### Accounting Policies:

- A financial accounting system adequate to provide management information and meet reporting requirements shall be maintained.
- A system of effective internal controls will be maintained that assures only properly authorized expenditures, recordings of financial transactions and accounting entries are executed.
- The City's financial records will be audited annually by an independent accounting firm as required by the City Charter.
- A Comprehensive Annual Financial Report (CAFR) shall be prepared each year within six months of the close of the previous fiscal year.
- The CAFR shall be prepared in accordance with generally accepted accounting principles applicable to local governments.

## **FINANCIAL AND BUDGETARY POLICY**

### **(Continued)**

#### Debt Management Policies:

- Long-term borrowing will be restricted to the funding of capital improvement projects and equipment. The use of long-term borrowing for ongoing operations shall be avoided.
- Debt obligations will be met in a timely and efficient manner.
- The term of the debt shall not exceed the expected useful life of the capital improvement project or equipment.
- The City will comply with all debt covenants.
- The City will not exceed its legal debt margin limit of 15 percent of assessed value of property within the City limits.
- Refunding techniques will be used where appropriate to allow for the restructuring of its current outstanding debt to remove or change restrictive covenants, and/or to reduce annual debt service in an amount sufficient to justify the costs of the refunding/reissuance.

#### Risk Management Policies:

- The City will maintain an appropriate level of funding or insurance coverage for exposure to risks of financial loss through self-insurance, partial self-insurance, commercial insurance, or pooled insurance, whichever form is the most cost effective in the long term.
- City property shall be appropriately insured or self-insured to cover the City's losses through theft, destruction, fire and other insurable perils.
- All liability-type losses and claims that occur with predictable frequency and which will not have a significant adverse impact on the City's financial position shall be self-insured to an appropriate level. The City shall be insured or self-insured for unemployment insurance and workers' compensation insurance.
- An annual survey shall be made of all insurance and self-insurance to monitor and compare costs.

---

## NOTES

(This page left intentionally blank)

---

## **GLOSSARY**

**Accounting System** - The total structure of records and procedures which identify, record, classify, summarize, and report information on the financial position and results of operations of a government.

**Accrual Basis of Accounting** - A method of accounting that recognizes the financial effect of transactions, events and interfund activities when they occur, regardless of the timing of related cash flows.

**Adjusted Budget** - The Adopted Budget plus/minus any mid-year Council action.

**Adopted Budget** - The final budget document in which formal action is taken by the City Council to set the spending plan for the fiscal year.

**Adoption** - Formal action by the City Council to accept a document.

**Annual Budget** - The total budget for a given fiscal year as approved by City Council.

**Appropriation** - A legislative act authorizing the expenditure of a designated amount of public funds for a specific purpose.

**Assessed Valuation** - A value established by the County Assessor which approximates fair market value of real or personal property. By state law, one hundred percent of the property value is used for determining the basis for levying property taxes.

**Bonds** - A written promise to pay a sum of money on a specific date at a specified interest rate.

**Budget** - A financial plan identifying estimated revenues, planned expenditures and levels of service.

**Budget Adjustment** - Any change approved by council after the formal adoption of the budget.

**Capital Improvement Program (CIP)** - Annual appropriations for capital projects such as City buildings, general plan update, park renovations, etc. These projects are usually multi-year, and thus extend beyond the annual budget. The CIPs are supported by a five-year expenditure plan detailing funding sources and expenditure amounts.

**Capital Outlay** - Expenditures that result in the acquisition of assets with an estimated useful life of more than two years and a unit cost of \$3,000 or more (account classification 56100's).

**COLA** - Cost of living adjustment.

**Contingency** - A budgeted reserve set aside for emergency or unanticipated expenditures and revenue shortfalls.

**Consumer Price Index (CPI)** - A statistical measure of price levels provided by the U.S. Department of Labor signifying the cost of living and economic inflation.

**Certificates of Participation (C.O.P.)**- Provides long term financing through a lease, installment of sale agreement or loan agreement.

**Debt Retirement Costs** - Costs associated with the retirement of debt.

**Debt Service** - The payment of principal and interest on borrowed funds such as bonds.

**Debt Service Fund** - An account used to track the monies set aside for debt service.

**Department** - The highest organizational unit which is responsible for managing divisions within a functional area.

**Division** - An organizational unit that provides a specific service within a department.

**Ending Balance** - The excess of a fund's accumulation of revenues over its expenditures available for appropriation.

**Estimated Revenue** - The amount of revenue expected in some period.

**Expenditure** - The use of financial resources typically spent for goods or services.

**Fiscal Year** - A 12-month period specified for recording financial transactions. The City of Mountain View's fiscal year starts on July 1 and ends on the following June 30.

**Full-Time Equivalent (FTE)** - Part-Time and Hourly positions expressed as a fraction of Full-Time Positions (2080 hours per year). Example: 3 positions working 1/2 time equal 1 1/2 FTEs.

**Fund** - A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**Fund Balance** - The difference between assets and liabilities reported in a governmental fund.

**General Fund** - Accounts for the operations of the City which are not recorded in other funds.

**General Government** - A grouping of departments that support those which give direct service to the public.

**Goals** - A set of criteria to be achieved within a certain time period.

**Grant Funds** - Monies received from another government such as the State or Federal Government, usually restricted to a specific purpose.

**Gross** - Amount prior to any deductions.

**IFAS** - The accounting and budgetary system used by the City of Mountain View.

**Infrastructure** - A substructure or underlying foundation on which the continuance or growth of a community depends: roads, schools, transportation systems, etc.

**Interdepartmental Charges** - Charges from one department or fund to another department or fund within the City of Mountain View.

**Interfund Expenditure** - An expenditure reported in one department or fund that is generated by another department or fund within the governmental entity.

**Interfund Transfers** - Movement of money from one fund to another within the City of Mountain View.

**Intergovernmental Revenue** - Grants, entitlements and cost reimbursements from another federal, state or local governmental unit.

**Labor Chargeback**- An account used to credit salaries and benefits when time is charged to a capital improvement project or another fund or department for services provided.

**Maintenance and Operations** - Cost of upkeep and running of property or equipment (account classification 55200's).

**Materials and Supplies** - Expenditures for goods used to support operations (account classification 55100's).

**Mission Statement** - A broad direction based on the needs of the community. A mission is general and timeless; it is not concerned with a specific achievement in a given time period.

**Modified Accrual Basis of Accounting** – Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due. [NCGA Statement 1]

**Net** - Amount after consideration of any adjustments.

**Objective** - Something aimed at or strived for.

**Operating Budget** - Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing acquisition, spending and service delivery activities of a government are controlled.

**Other Expenses** - All expenditures not recorded in other major account classifications (account classification 55500's).

**Other Fund** - A fund which accounts for resources that are legally restricted to expenditures for specific operational purposes.

**Overhire Position** - A position created for temporary use above the approved budgeted number of positions. This is used as an overlap when someone is retiring, out on disability, etc.

**Performance/Workload Measures** - Number or percentage of work category completed or performed. The performance/workload measures provide an indicator of the amount of work performed or measures the quality of effectiveness of work performed by a department or program from year to year.

**PERS** - Public Employees Retirement System.

**Personnel Services** - Salaries and benefits paid to City employees (account classification 54100-54300's).

**Position Classification** - Includes job titles, job grades, and job families for an overall job level.

**Professional/Technical Services** - Expertise purchased from external sources (account classification 55400's).

**Property Tax Apportionment** - The allotment of direct taxes on the basis of population.

**Proposed Budget** - The initial spending plan for the fiscal year presented to the City Council before adoption.

**Proposition 4/GANN Initiative Limit** - The City is required, under Article XIII B of the State Constitution, to limit appropriations from proceeds of taxes. The annual appropriation limit is based on data received from the State, including various growth measures such as population, CPI, and non-residential construction changes.

**Reserves** - An account classification used to indicate that a portion of fund resources is not available for appropriation and subsequent spending.

**Revenue Enhancements** - Any action that increases current revenue sources or creates new ones.

**Section 1103 of City Charter** - Mandates that the City Manager will send a careful estimate, in writing detailing the amount of expenditures required to ensure the proper conduct of business at all levels the City Manager has control of, and an estimate of incomes expected.

**Secured Debt** - Debt guaranteed by the pledge of assets or other collateral.

**Services to Other Departments** - Includes interdepartmental charges and credits received for work performed for another department or fund (account classification 54100).

**Significant Changes** - Any change resulting in an increase in the budget of more than the expense guidelines provided by the City Manager. The expense guideline for Fiscal Year 2004-05 is a 0% increase over Fiscal Year 2003-04.

**Taxes** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

**Unsecured Debt** - Obligation not backed by the pledge of specific collateral.

**Utilities** - A public service such as gas, electricity, or water. Also used to account for expenditures for services such as gas, electricity, water, refuse collection, etc. (account classification 55300's).

**Utility Rolls** - Utility property assessed by the State Board of Equalization.

---

## NOTES

(This page left intentionally blank)

---



## ADOPTED FISCAL YEAR 2004-05 BUDGET - FUND GROUP SUMMARIES

	BEGINNING BALANCE	REVENUES	TOTAL AVAILABLE	EXPENDI- TURES	DEBT SERVICE
<u>GENERAL FUND</u>					
General Operating	\$ 0	72,451,570	72,451,570	69,995,658	1,021,894
Shoreline Golf Links	1,969,642	3,839,605	5,809,247	3,401,930	0
TOTAL	\$ 1,969,642	76,291,175	78,260,817	73,397,588	1,021,894
<u>SPECIAL REVENUE</u>					
Gas Tax	\$ 247,808	1,388,312	1,636,120	0	0
Construction/Conveyance Tax	7,080,364	1,890,760	8,971,124	63,424	0
Below Market Housing	1,299,689	40,860	1,340,549	60,000	0
Transit Oriented Dev.	203,105	67,960	271,065	0	0
Revitalization Authority	5,078,753	3,224,550	8,303,303	570,165	102,963
Downtown Benefit Assmt Districts	1,197,775	474,642	1,672,417	251,282	0
Supp Law Enforcement Services	0	99,447	99,447	98,884	0
CDBG	0	1,364,333	1,364,333	1,236,427	0
Local Law Enforcement Blk Grant	90,717	7,756	98,473	100,834	0
Cable Television	567,193	659,000	1,226,193	144,200	0
Shoreline Regional					
Park Community	27,327,314	20,626,731	47,954,045	6,945,148	5,334,713
TOTAL	\$ 43,092,718	29,844,351	72,937,069	9,470,364	5,437,676
<u>CAPITAL PROJECTS</u>					
Storm Drain	\$ 744,230	38,198	782,428	7	0
Park Land Dedication	2,589,623	292,124	2,881,747	0	0
TOTAL	\$ 3,333,853	330,322	3,664,175	7	0
<u>ENTERPRISE</u>					
Water	\$ 11,396,495	16,349,973	27,746,468	14,362,674	0
Wastewater	12,139,432	11,451,727	23,591,159	11,711,913	0
Solid Waste Mgmt	8,323,036	7,624,171	15,947,207	8,054,370	0
TOTAL	\$ 31,858,963	35,425,871	67,284,834	34,128,957	0
<u>INTERNAL SERVICE</u>					
Equip Maint & Repl	\$ 12,930,029	3,100,546	16,030,575	4,200,544	0
Workers' Compensation	5,712,559	1,494,274	7,206,833	1,558,000	0
Unemployment	527,898	18,490	546,388	80,000	0
Liability	4,688,044	1,040,320	5,728,364	1,415,550	0
Retirees Health	11,159,946	3,997,204	15,157,150	1,068,358	0
Employee Benefits	259,799	74,010	333,809	110,927	0
TOTAL	\$ 35,278,275	9,724,844	45,003,119	8,433,379	0
<u>GENERAL FUND RESERVES</u>					
Reserves	\$ 70,742,078	12,106,129	82,848,207	2,604,071	1,549,407
TOTAL	\$ 70,742,078	12,106,129	82,848,207	2,604,071	1,549,407
GRAND TOTAL	\$ 186,275,529	163,722,692	349,998,221	128,034,366	8,008,977

<u>CAPITAL</u> <u>PROJECTS</u>	<u>INTRFD</u> <u>TRANSFERS</u>	<u>TOTAL</u> <u>EXPENDI-</u> <u>TURES</u>	<u>OTHER</u>	<u>ENDING</u> <u>BALANCE</u>
0	400,000	71,417,552	(1,034,018)	0
71,000	606,757	4,079,687	0	1,729,560
71,000	1,006,757	75,497,239	(1,034,018)	1,729,560
61,000	1,021,290	1,082,290	0	553,830
3,204,000	0	3,267,424	0	5,703,700
0	0	60,000	0	1,280,549
0	0	0	0	271,065
1,401,000	2,346,917	4,421,045	(1,487,574)	2,394,684
135,000	108,946	495,228	(358,348)	818,841
0	0	98,884	0	563
104,000	0	1,340,427	26,094	50,000
0	0	100,834	0	(2,361)
0	589,000	733,200	0	492,993
10,149,000	1,957,608	24,386,469	0	23,567,576
15,054,000	6,023,761	35,985,801	(1,819,828)	35,131,440
26,000	0	26,007	0	756,421
555,539	0	555,539	(1,363,256)	962,952
581,539	0	581,546	(1,363,256)	1,719,373
3,061,000	112,655	17,536,329	(4,878,599)	5,331,540
1,596,000	233,182	13,541,095	(7,550,106)	2,499,958
109,000	89,542	8,252,912	(2,350,046)	5,344,249
4,766,000	435,379	39,330,336	(14,778,751)	13,175,747
0	84,838	4,285,382	(11,665,955)	79,238
0	0	1,558,000	(3,509,104)	2,139,729
0	0	80,000	0	466,388
0	0	1,415,550	(381,589)	3,931,225
0	0	1,068,358	(13,097,103)	991,689
0	0	110,927	0	222,882
0	84,838	8,518,217	(28,653,751)	7,831,151
688,000	12,355,420	17,196,898	(47,744)	65,603,565
688,000	12,355,420	17,196,898	(47,744)	65,603,565
21,160,539	19,906,155	177,110,037	(47,697,348)	125,190,836

# GENERAL OPERATING FUND

## Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Property Taxes	\$ 15,110,348	15,111,020	15,015,950	15,291,738
Sales Tax	14,327,643	13,771,800	14,158,515	13,681,290
Other Local Taxes	7,216,963	7,166,960	6,794,080	6,944,480
Licenses, Permits & Fees	4,433,299	4,231,990	4,556,336	4,644,113
Fines & Forfeitures	630,482	594,000	609,756	668,540
Use of Money & Property	9,455,409	8,850,500	9,490,818	8,914,937
Intergovernmental	4,913,783	4,824,650	3,997,087	4,817,140
Charges for Services	2,172,729	2,044,660	2,371,320	2,919,163
Other Revenues	1,194,046	1,155,040	1,433,573	1,152,120
Interfund Revenues & Transfers	9,221,426	11,219,448	11,291,666	11,358,295
Loan Repayments	<u>2,059,753</u>	<u>2,059,754</u>	<u>2,059,753</u>	<u>2,059,754</u>
Total	<u>70,735,881</u>	<u>71,029,822</u>	<u>71,778,854</u>	<u>72,451,570</u>
Expenditures and Uses of Funds:				
Operations	63,605,546	66,312,101	63,329,835	69,020,326
Debt Service Payments	1,001,669	1,027,244	1,020,939	1,021,894
Self Insurance	693,056	732,973	732,973	975,332
Transfer to Equip Replace Res	<u>1,039,972</u>	<u>392,955</u>	<u>392,955</u>	<u>400,000</u>
Total	<u>66,340,243</u>	<u>68,465,273</u>	<u>65,476,702</u>	<u>71,417,552</u>
Revenues and Sources Over (Under) Expenditures and Uses	4,395,638	2,564,549	6,302,152	1,034,018
Economic Stabilization Contingency	(4,395,638)	(2,564,549)	(6,302,152)	(1,034,018)
Beginning Balance, July 1	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance, June 30*	\$ <u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

The General Operating Fund accounts for the operations of the City which are not recorded in other funds.

\* Balance less any reserves for encumbrances and changes in assets and liabilities, is transferred to various reserves after the end of the fiscal year.

GENERAL OPERATING FUND: SHORELINE GOLF LINKS

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 115,008	108,200	98,246	90,990
Green Fees	2,298,473	2,398,770	2,129,549	2,358,740
Golf Car/Other Rentals	347,587	350,000	322,186	325,346
Range Revenue	434,746	470,000	430,312	509,529
Retail Sales	440,249	435,000	411,052	425,000
Golf Lessons/Club Repair	124,260	125,000	129,177	120,000
Concessions	9,841	10,000	10,236	10,000
Other Revenues	79,776	0	50,589	0
Capital Projects Refunds	38,186	0	1,264	0
Total	<u>3,888,126</u>	<u>3,896,970</u>	<u>3,582,611</u>	<u>3,839,605</u>
Expenditures and Uses of Funds:				
Operations	2,911,371	2,910,171	2,717,453	2,909,177
Capital Projects	320,000	0	0	71,000
General Fund Administration	400,000	418,550	418,550	418,550
Self Insurance	49,175	62,323	62,323	74,203
Transfer to General Fund	250,000	250,000	250,000	450,000
Transfer to Water	0	7,703	7,703	7,703
Transfer to Equip Replace Res	164,572	159,866	159,866	149,054
Total	<u>4,095,118</u>	<u>3,808,613</u>	<u>3,615,895</u>	<u>4,079,687</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(206,992)	88,357	(33,284)	(240,082)
Beginning Balance, July 1	<u>2,209,918</u>	<u>2,002,926</u>	<u>2,002,926</u>	<u>1,969,642</u>
Ending Balance, June 30	\$ <u><u>2,002,926</u></u>	<u><u>2,091,283</u></u>	<u><u>1,969,642</u></u>	<u><u>1,729,560</u></u>

Shoreline Golf Links records revenues and expenditures related to the City's operation of the golf course. The City commenced direct management of the course on December 1, 1995.

# GAS TAX FUND

## Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
<b>Revenues and Sources of Funds:</b>				
Investment Earnings	\$ 37,793	21,280	32,539	25,812
2105 Funds	446,864	450,000	490,607	450,000
2106 Funds	314,178	320,000	334,305	305,000
2107 Funds	462,564	440,000	654,715	600,000
2107.5 Funds	7,500	7,500	15,000	7,500
Traffic Congestion Relief (AB2928)	152,993	150,000	49,016	0
Capital Projects Refunds	80,564	0	115,211	0
Total	<u>1,502,456</u>	<u>1,388,780</u>	<u>1,691,393</u>	<u>1,388,312</u>
<b>Expenditures and Uses of Funds:</b>				
Capital Projects	932,000	220,000	360,000	61,000
General Fund Administration	0	83,393	83,393	0
Transfer to General Fund	1,021,290	1,021,290	1,021,290	1,021,290
Total	<u>1,953,290</u>	<u>1,324,683</u>	<u>1,464,683</u>	<u>1,082,290</u>
<b>Revenues and Sources Over (Under)</b>				
Expenditures and Uses	(450,834)	64,097	226,710	306,022
Beginning Balance, July 1	<u>471,932</u>	<u>21,098</u>	<u>21,098</u>	<u>247,808</u>
Ending Balance, June 30	<u>\$ 21,098</u>	<u>85,195</u>	<u>247,808</u>	<u>553,830</u>

1. Section 2105 Funds: Expenditure of apportioned funds may be made for any street purpose. Funds apportioned to the City are on a per capita basis. In order to receive any allocation pursuant to this section the City shall annually expend from its General Fund for street and highway purposes an amount not less than the annual average of its expenditures from its General Fund during the 1987-88, 1988-89 and 1989-90 fiscal years as reported to the Controller pursuant to Section 2151.
2. Section 2106 and 2107 Funds: Expenditure of apportioned funds may be made for any street purpose. This includes construction, purchase of right-of-way, or maintenance. Funds are apportioned as follows: (a) 2106: \$4,800 fixed amount and a per capita distribution; (b) 2107: a per capita distribution and interest earnings.
3. Section 2107.5 Funds-Engineering: Funds are required to be used exclusively for engineering and administrative costs in respect to streets and roads. The amount of \$7,500 is apportioned to the City based on population.

Expenditures of this fund are limited to specific purposes as prescribed by law; primarily road construction, maintenance and certain administrative costs. All expenditures are audited by the State Controller's Office.

# CONSTRUCTION TAX AND REAL PROPERTY CONVEYANCE TAX FUND

## Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Real Property Conveyance Tax	\$ 2,153,653	1,500,000	3,065,106	1,500,000
Construction Tax - Other	8,050	8,000	9,175	8,000
Investment Earnings	491,333	406,940	415,651	382,760
Capital Projects Refunds	111,106	0	542,989	0
Other Revenues	<u>0</u>	<u>0</u>	<u>2,360</u>	<u>0</u>
Total	<u>2,764,142</u>	<u>1,914,940</u>	<u>4,035,281</u>	<u>1,890,760</u>
Expenditures and Uses of Funds:				
Capital Projects	2,784,000	3,098,000	3,098,000	3,204,000
General Fund Administration	0	105,282	105,282	63,424
Transfer to General Fund	<u>30,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>2,814,000</u>	<u>3,203,282</u>	<u>3,203,282</u>	<u>3,267,424</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(49,858)	(1,288,342)	831,999	(1,376,664)
Beginning Balance, July 1	<u>6,298,223</u>	<u>6,248,365</u>	<u>6,248,365</u>	<u>7,080,364</u>
Ending Balance, June 30	<u>\$ 6,248,365</u>	<u>4,960,023</u>	<u>7,080,364</u>	<u>5,703,700</u>

The Construction Tax and Real Property Conveyance Tax Fund revenues are derived from fees authorized by Mountain View City Code, Sections 29.56 and 29.63 respectively. The Real Property Conveyance Tax is assessed at \$1.65 for each \$500 of real property located in the City when a transfer of ownership occurs. These revenues are to be used for implementation of the Capital Improvements Program.

BELOW MARKET HOUSING FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Below Market Housing In Lieu Fees	\$ 884,737	0	698,799	0
Investment Earnings	43,888	30,540	50,940	40,860
Rents & Leases	<u>0</u>	<u>0</u>	<u>650</u>	<u>0</u>
Total	<u>928,625</u>	<u>30,540</u>	<u>750,389</u>	<u>40,860</u>
Expenditures and Uses of Funds:				
Expenditures	252,220	25,000	31,696	60,000
Property Acquisition	<u>0</u>	<u>0</u>	<u>200,000</u>	<u>0</u>
Total	<u>252,220</u>	<u>25,000</u>	<u>231,696</u>	<u>60,000</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	676,405	5,540	518,693	(19,140)
Beginning Balance, July 1	<u>104,591</u>	<u>780,996</u>	<u>780,996</u>	<u>1,299,689</u>
Ending Balance, June 30	\$ <u><u>780,996</u></u>	<u><u>786,536</u></u>	<u><u>1,299,689</u></u>	<u><u>1,280,549</u></u>

The Below Market Rate Housing Program requires that 10.0% of all new residential units be affordable to low and moderate income households. A developer may pay a fee in-lieu of providing these units. These funds will then be used to provide affordable housing approved by City Council. The City has contracted with the Housing Authority of Santa Clara County to provide the administrative support for this program.

## TRANSIT ORIENTED DEVELOPMENT

### Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 90,650	76,140	73,865	67,960
Capital Project Refunds	<u>0</u>	<u>400,000</u>	<u>0</u>	<u>0</u>
Total	<u>90,650</u>	<u>476,140</u>	<u>73,865</u>	<u>67,960</u>
Expenditures and Uses of Funds:				
Capital Projects	<u>0</u>	<u>697,782</u>	<u>697,782</u>	<u>0</u>
Total	<u>0</u>	<u>697,782</u>	<u>697,782</u>	<u>0</u>
Revenues and Sources Over (Under) Expenditures and Uses	90,650	(221,642)	(623,917)	67,960
Beginning Balance, July 1	<u>736,372</u>	<u>827,022</u>	<u>827,022</u>	<u>203,105</u>
Ending Balance, June 30	\$ <u><u>827,022</u></u>	<u><u>605,380</u></u>	<u><u>203,105</u></u>	<u><u>271,065</u></u>

A developer may apply for a Transit Oriented Development (TOD) Overlay Zone and a TOD permit to increase the development intensity. A condition of the permit would require the provision of certain transit related improvements. A developer may pay the City in-lieu of providing these improvements.



REVITALIZATION AUTHORITY FUND  
Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
<b>Revenues and Sources of Funds:</b>				
Property Taxes	\$ 2,551,921	2,916,170	3,234,162	3,054,000
Investment Earnings	188,032	160,020	304,649	170,550
Other Revenues	1,608	0	1,107	0
Loan from SRPC	1,910,000	0	110,518	0
2003 COPs Bond Proceeds	0	0	9,014,862	0
2003 TABs Bond Proceeds	0	0	997,617	0
Capital Project Refunds	0	0	48,000	0
Total	<u>4,651,561</u>	<u>3,076,190</u>	<u>13,710,915</u>	<u>3,224,550</u>
<b>Expenditures and Uses of Funds:</b>				
Operations	221,287	171,549	159,098	221,811
Capital Projects	3,048,000	0	7,500,000	1,401,000
General Fund Administration	101,690	203,010	203,010	282,041
Housing Set Aside	510,384	583,234	646,832	610,800
Property Purchase	1,912,187	0	0	0
Self Insurance	660	812	812	66,313
ERAF	73,679	0	145,728	0
General Fund Loan Repayments	187,846	182,022	292,540	180,164
Indebtedness Pymt to General Fund Res	724,231	756,903	843,293	1,549,407
2003 TAB's	0	0	0	102,963
Transfer to General Fund	6,000	6,000	6,000	6,000
Transfer to Equip Replace Res	612	573	573	546
Total	<u>6,786,576</u>	<u>1,904,103</u>	<u>9,797,886</u>	<u>4,421,045</u>
<b>Revenues and Sources Over (Under)</b>				
Expenditures and Uses	(2,135,015)	1,172,087	3,913,029	(1,196,495)
Beginning Balance, July 1	3,300,739	1,165,724	1,165,724	5,078,753
Reserved Bond Proceeds	0	0	(2,583,574)	(1,487,574)
Ending Balance, June 30	<u>\$ 1,165,724</u>	<u>2,337,811</u>	<u>2,495,179</u>	<u>2,394,684</u>
Housing Set Aside Fund*	<u>\$ 2,587,288</u>	<u>3,247,356</u>	<u>9,587,098</u>	<u>9,888,882</u>

Creation of the Revitalization Authority was authorized by Council Ordinance No. 38.69, adopted October 27, 1969.  
The initial project area is the Civic Center shopping area, as provided in Council Resolution 8507, adopted December 15, 1969.

	Total Assessed Value	Frozen Base	Tax Increment Value
Actual 1998-99	\$125,444,984	\$21,235,200	\$104,209,784
Actual 1999-2000	\$139,030,493	\$21,235,200	\$117,795,293
Actual 2000-01	\$156,026,173	\$21,235,200	\$134,790,973
Actual 2001-02	\$197,824,921	\$21,235,200	\$176,589,721
Actual 2002-03	\$220,568,262	\$21,235,200	\$199,333,062
Unaudited 2003-04	\$290,251,900	\$21,235,200	\$269,016,700
Adopted 2004-05	\$274,559,542	\$21,235,200	\$253,324,342

The Revitalization Authority receives tax increment derived from the difference in the frozen base year value and the current fiscal year assessed value.

\* \$809,000 of future funds are designated to the Efficiency Studios project and \$6.0 million to future low and moderate income housing.

# DOWNTOWN BENEFIT ASSESSMENT DISTRICTS

## Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
<b>Revenues and Sources of Funds:</b>				
Property Taxes	\$ 51,280	54,240	41,877	43,048
Permit Revenues	67,109	66,270	74,202	71,200
Investment Earnings	196,512	169,770	171,674	156,765
Rents and Leases	5,150	0	0	0
Homeowner's Tax Exemption	2,550	2,500	3,023	3,023
Maintenance Assessment District	158,597	158,606	157,011	158,606
Business Improvement District	0	0	0	42,000
Other Revenues	1,348	0	996	0
Capital Projects Refunds	5,668	0	0	0
Total	<u>488,214</u>	<u>451,386</u>	<u>448,783</u>	<u>474,642</u>
<b>Expenditures and Uses of Funds:</b>				
Operations	86,862	141,338	72,939	145,767
Business Improvement District	0	0	0	42,000
Capital Projects	1,820,000	0	0	135,000
General Fund Administration	3,000	127,754	127,754	62,514
Self Insurance	708	889	889	1,001
Transfer to General Fund	108,400	108,400	108,400	108,400
Transfer to Equip Replace Res	612	573	573	546
Total	<u>2,019,582</u>	<u>378,954</u>	<u>310,555</u>	<u>495,228</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(1,531,368)	72,432	138,228	(20,586)
Beginning Balance, July 1	2,590,915	1,059,547	1,059,547	1,197,775
Reserve for Future Parking	<u>(148,350)</u>	<u>(255,759)</u>	<u>(257,907)</u>	<u>(358,348)</u>
Ending Balance, June 30	<u>\$ 911,197</u>	<u>876,220</u>	<u>939,868</u>	<u>818,841</u>

The Parking District is a maintenance assessment district in the downtown Castro Street area created to provide for and maintain parking lots and structures. In addition to property tax revenues, an annual assessment is levied on properties in the district. The Mountain View City Code requires that as a condition of approval for any development within the Downtown Parking District, the developer or owner shall provide the required off-street parking, pay the parking in lieu fee established by Council or a combination of the two. These funds are collected and reserved to fund the construction of new parking spaces.

The Business Improvement Districts (BID) were created for specific areas of the downtown and are an assessment to the property owner based on the type and size of the business. These funds are utilized for staffing dedicated to the promotion and support of downtown businesses.

SUPPLEMENTAL LAW ENFORCEMENT SERVICES FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
COPs Grant	\$ 142,220	146,892	107,254	99,447
Other Revenue	<u>0</u>	<u>0</u>	<u>581</u>	<u>0</u>
Total	<u>142,220</u>	<u>146,892</u>	<u>107,835</u>	<u>99,447</u>
 Expenditures and Uses of Funds:				
Expenditures	<u>187,760</u>	<u>137,789</u>	<u>105,597</u>	<u>98,884</u>
Total	<u>187,760</u>	<u>137,789</u>	<u>105,597</u>	<u>98,884</u>
 Revenues and Sources Over (Under)				
Expenditures and Uses	(45,540)	9,103	2,238	563
 Beginning Balance, July 1	<u>43,302</u>	<u>(2,238)</u>	<u>(2,238)</u>	<u>0</u>
 Ending Balance, June 30	<u>\$ (2,238)</u>	<u>6,865</u>	<u>0</u>	<u>563</u>

The Supplemental Law Enforcement Services Fund receives revenues from a state grant to counties and cities to fund additional front-line law enforcement services. Each city is required to report periodically to an oversight committee in their county.

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 29,581	0	31,438	0
Federal Grant	778,999	857,000	232,414	834,000
Home Program	287,472	479,980	76,818	480,333
Loan Repayments	38,544	50,000	104,302	50,000
Other Revenues	<u>9,972</u>	<u>0</u>	<u>6,778</u>	<u>0</u>
Total	<u>1,144,568</u>	<u>1,386,980</u>	<u>451,750</u>	<u>1,364,333</u>
Expenditures and Uses of Funds:				
Expenditures	625,217	1,336,980	412,428	1,236,427
Capital Projects	0	0	0	104,000
Loans	<u>519,351</u>	<u>0</u>	<u>39,322</u>	<u>0</u>
Total	<u>1,144,568</u>	<u>1,336,980</u>	<u>451,750</u>	<u>1,340,427</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	0	50,000	0	23,906
Reprogrammed Revenue	0	133,729	0	26,094
Beginning Balance, July 1	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance, June 30	<u>\$ 0</u>	<u>183,729</u>	<u>0</u>	<u>50,000</u>

The Community Development Block Grant Fund derives its revenues from grants received from the Department of Housing and Urban Development. The intent of the program is to enhance the physical development of the community. Public services are also eligible to a limited extent.

LOCAL LAW ENFORCEMENT BLOCK GRANT FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 7,139	6,045	4,305	2,378
Federal Grant	85,713	0	53,778	0
Transfer from General Fund Reserve	<u>11,397</u>	<u>9,524</u>	<u>9,524</u>	<u>5,378</u>
Total	<u>104,249</u>	<u>15,569</u>	<u>67,607</u>	<u>7,756</u>
Expenditures and Uses of Funds:				
Expenditures	<u>96,095</u>	<u>85,713</u>	<u>123,521</u>	<u>100,834</u>
Total	<u>96,095</u>	<u>85,713</u>	<u>123,521</u>	<u>100,834</u>
Revenues and Sources Over (Under) Expenditures and Uses	8,154	(70,144)	(55,914)	(93,078)
Beginning Balance, July 1	<u>138,477</u>	<u>146,631</u>	<u>146,631</u>	<u>90,717</u>
Ending Balance, June 30	\$ <u><u>146,631</u></u>	<u><u>76,487</u></u>	<u><u>90,717</u></u>	<u><u>(2,361)</u></u>

A Federal grant from the Local Law Enforcement Block Grant Program/Crime Control Act of 1996 allocates funding to local law enforcement agencies for community policing. The grant program requires matching funds of a minimum of 10% of the total program costs.

# CABLE TELEVISION FUND

## Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Franchise Fees	\$ 531,910	500,000	575,142	586,000
Other Revenue	25,000	0	0	0
Interest Earnings	35,669	0	8,730	0
TCI Lease Payment (PEG Support)	<u>73,000</u>	<u>73,000</u>	<u>73,000</u>	<u>73,000</u>
Total	<u>665,579</u>	<u>573,000</u>	<u>656,872</u>	<u>659,000</u>
Expenditures and Uses of Funds:				
Expenditures	458,932	820,000	912,306	144,200
Transfer to General Fund	<u>232,573</u>	<u>503,000</u>	<u>479,195</u>	<u>589,000</u>
Total	<u>691,505</u>	<u>1,323,000</u>	<u>1,391,501</u>	<u>733,200</u>
Revenues and Sources Over (Under) Expenditures and Uses	(25,926)	(750,000) *	(734,629)	(74,200)
Beginning Balance, July 1	<u>1,327,748</u>	<u>1,301,822</u>	<u>1,301,822</u>	<u>567,193</u>
Ending Balance, June 30	\$ <u><u>1,301,822</u></u>	<u><u>551,822</u></u>	<u><u>567,193</u></u>	<u><u>492,993</u></u>

Ordinance No. 4.96, adopted on July 30, 1996 amended Chapter 37 of the Mountain View City Code relating to Cable Television franchise regulations in its entirety. It is anticipated that all expenditures incurred by the City will be recovered by franchise fee revenue.

Fees were previously separated and used for two purposes: 3.0% for City operations and the remaining 2.0% for public access programming. With the FY2003-04 adopted budget Council modified this to a maximum \$70,000 government access commitment to be paid to Mountain View Community Television (KMVT). The remainder will be transferred to the General Operating Fund.

\*The balance of \$750,000 was previously maintained for public access with interest earnings paid monthly to KMVT. With the FY 2003-04 adopted budget Council approved payment of these funds to KMVT.

# SHORELINE REGIONAL PARK COMMUNITY FUND

## Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Property Taxes	\$ 22,027,971	20,281,722	19,365,454	18,521,749
Investment Earnings	1,945,629	1,743,794	1,847,236	1,244,242
Rents and Leases	118,338	115,000	140,885	125,000
Other Revenues	118,120	15,000	65,796	15,000
2003 TAB's Investment	0	0	0	720,740
Capital Projects Refunds	504,116	0	1,001,106	0
Total	<u>24,714,174</u>	<u>22,155,516</u>	<u>22,420,477</u>	<u>20,626,731</u>
Expenditures and Uses of Funds:				
Operations	2,152,826	2,657,657	2,480,566	2,775,880
Capital Projects	4,480,000	13,187,000	14,857,000	10,149,000
General Fund Administration	2,997,270	4,065,826	4,065,826	4,127,981
Principal - 1993 Tax Alloc Bonds	760,000	795,000	795,000	0
Interest - 1993 Tax Alloc Bonds	1,130,412	1,102,231	557,351	0
Principal - 1996 Tax Alloc Bonds	565,000	590,000	590,000	620,000
Interest - 1996 Tax Alloc Bonds	1,034,743	1,015,270	1,007,498	979,060
Principal - 2001 Tax Alloc Bonds	870,000	915,000	915,000	950,000
Interest - 2001 Tax Alloc Bonds	736,358	725,878	720,477	690,740
Principal - 2004 Tax Alloc Bonds	0	0	0	1,360,000
Interest - 2004 Tax Alloc Bonds	0	0	0	734,913
General Fund Loan Repayment	1,894,251	1,894,252	1,894,251	1,894,252
Bond Purchase	0	0	7,000,000	0
Self Insurance	29,418	35,893	35,893	41,287
Loan to Revitalization Authority	1,910,000	0	110,518	0
Transfer to Water Fund	0	16,165	16,165	12,761
Transfer to Equip Replace Res	59,924	51,761	51,761	50,595
Total	<u>18,620,202</u>	<u>27,051,933</u>	<u>35,097,306</u>	<u>24,386,469</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	6,093,972	(4,896,417)	(12,676,829)	(3,759,738)
Beginning Balance, July 1	<u>33,910,171</u>	<u>40,004,143</u>	<u>40,004,143</u>	<u>27,327,314</u>
Ending Balance, June 30	<u>\$ 40,004,143</u>	<u>35,107,726</u>	<u>27,327,314</u>	<u>23,567,576</u>

Resolution 8184, February 10, 1969, endorsed a State Law to create the North Bayshore District. Subsequently, State Assembly Bill 1027 (1969), Chapter 1109 created the Community. Assessed values are as follows:

		Total Assessed Value	Frozen Base	Tax Increment Value
Actual	1998-99	\$1,435,642,561	\$37,141,721	\$1,398,500,840
Actual	1999-2000	\$1,554,285,946	\$37,141,721	\$1,517,144,225
Actual	2000-01*	\$1,921,454,024	\$33,888,148	\$1,887,565,876
Actual	2001-02	\$2,227,536,582	\$33,888,148	\$2,193,648,434
Actual	2002-03	\$2,079,768,722	\$33,888,148	\$2,045,880,574
Unaudited	2003-04	\$1,878,727,339	\$33,888,148	\$1,844,839,191
Adopted	2004-05	\$1,770,749,976	\$33,888,148	\$1,736,861,828

The Community receives tax increment derived from the difference in the frozen base year value and the current year assessed value.

\*In Fiscal Year 2000-01 the County made corrections to the frozen base.

STORM DRAIN CONSTRUCTION FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 35,902	30,938	31,013	28,198
Existing Facilities & Front Footage	31,731	10,000	15,359	10,000
Capital Projects Refunds	<u>15,393</u>	<u>0</u>	<u>18,137</u>	<u>0</u>
Total	<u>83,026</u>	<u>40,938</u>	<u>64,509</u>	<u>38,198</u>
Expenditures and Uses of Funds:				
Capital Projects	61,000	26,000	26,000	26,000
General Fund Administration	<u>0</u>	<u>218</u>	<u>218</u>	<u>7</u>
Total	<u>61,000</u>	<u>26,218</u>	<u>26,218</u>	<u>26,007</u>
Revenues and Sources Over (Under) Expenditures and Uses	22,026	14,720	38,291	12,191
Beginning Balance, July 1	<u>683,913</u>	<u>705,939</u>	<u>705,939</u>	<u>744,230</u>
Ending Balance, June 30	<u>\$ 705,939</u>	<u>720,659</u>	<u>744,230</u>	<u>756,421</u>

The Storm Drain Construction Fund revenues are derived from off-site drainage fees authorized by Mountain View Code Section 28.51. These revenues are to be used for storm drainage projects in the Capital Improvements Program.



PARK LAND DEDICATION FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 380,351	336,259	321,930	292,124
Construction Fees	219,468	0	394,761	0
Capital Project Refunds	<u>108,038</u>	<u>0</u>	<u>3,252</u>	<u>0</u>
Total	<u>707,857</u>	<u>336,259</u>	<u>719,943</u>	<u>292,124</u>
Expenditures and Uses of Funds:				
Capital Projects	1,103,072	832,162	832,162	555,539
Transfer to General Fund	<u>10,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>1,113,072</u>	<u>832,162</u>	<u>832,162</u>	<u>555,539</u>
Revenues and Sources Over (Under) Expenditures and Uses	(405,215)	(495,903)	(112,219)	(263,415)
Beginning Balance, July 1	3,107,057	2,701,842	2,701,842	2,589,623
Designated for future CIP's	<u>(1,918,795)</u>	<u>(1,918,795)</u>	<u>(1,918,795)</u>	<u>(1,363,256)</u>
Ending Balance, June 30	\$ <u><u>783,047</u></u>	<u><u>287,144</u></u>	<u><u>670,828</u></u>	<u><u>962,952</u></u>

The Park Land Dedication Fund revenues are derived from fees authorized by Chapter 41 of the Mountain View City Code. These revenues are to be used for park and recreation projects. Effective FY 1997-98 fees are approved and designated by Council after receipt. As this type of fee is dependent upon subdivision and single lot development, future fee revenue is no longer forecasted and budgeted in advance.

# WATER FUND

## Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 1,123,646	976,935	997,635	908,817
Water Sales	13,281,094	14,687,849	14,991,891	14,917,764
Connection Fees	5,174	5,000	23,306	10,000
Water Main Extensions	0	5,000	9,173	5,000
Other Revenues	695,689	230,000	476,198	264,000
Transfer from Shoreline Golf Links	0	7,703	7,703	7,703
Transfer from Shoreline Park Community	0	16,165	16,165	12,761
Transfer from Wastewater	203,800	170,330	170,330	153,650
Transfer from Solid Waste Management	126,200	126,390	126,390	0
Transfer from Equipment Maintenance	74,020	94,628	94,628	70,278
Capital Projects Refunds	30,992	0	18,553	0
Total	<u>15,540,615</u>	<u>16,320,000</u>	<u>16,931,972</u>	<u>16,349,973</u>
Expenditures and Uses of Funds:				
Operations	4,467,464	4,929,565	4,749,162	5,374,150
Water Purchased	5,463,389	6,973,436	6,822,359	6,848,783
Capital Projects	3,424,000	2,141,000	2,141,000	3,061,000
General Fund Administration	1,182,150	1,469,198	1,469,198	1,264,428
Depreciation	752,188	618,239	785,555	752,187
Self Insurance	89,624	103,894	103,894	123,126
Transfer to General Fund	75,000	0	45,000	0
Transfer to Equip Replace Res	133,421	115,936	115,936	112,655
Total	<u>15,587,236</u>	<u>16,351,268</u>	<u>16,232,104</u>	<u>17,536,329</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(46,621)	(31,268)	699,868	(1,186,356)
Net Change In Non Current Assets	578,097	618,239	2,185,316	752,187
Beginning Balance, July 1	7,979,835	8,511,311	8,511,311	11,396,495
Reserve	<u>(5,356,930)</u>	<u>(5,811,567)</u>	<u>(5,415,930)</u>	<u>(5,630,786)</u>
Ending Balance, June 30	<u>\$ 3,154,381</u>	<u>3,286,715</u>	<u>5,980,565</u>	<u>5,331,540</u>

The Water Fund accounts for the operation and maintenance of all facilities required to supply, distribute and meter the water used by consumers in the City's service area.

# WASTEWATER FUND

## Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Hazardous Materials Permits	\$ 239,296	250,000	237,816	488,055
Investment Earnings	763,009	682,110	645,361	583,984
Wastewater Charges	8,557,239	9,186,070	9,042,575	9,846,650
Connection Fees	20,851	27,000	12,868	27,000
Blended Water Charges	373,141	350,000	431,980	453,938
Wastewater Main Extensions	57,335	30,000	34,967	30,000
Other Revenues	507,286	12,100	122,468	22,100
Capital Projects Refunds	15,361	0	29,685	0
Total	<u>10,533,518</u>	<u>10,537,280</u>	<u>10,557,720</u>	<u>11,451,727</u>
Expenditures and Uses of Funds:				
Operations	2,786,659	3,478,565	3,217,086	3,674,455
Water Quality Control Plant	5,180,582	5,976,500	5,213,296	6,368,131
Capital Projects	1,955,000	1,778,000	2,053,500	1,596,000
General Fund Administration	1,085,620	1,113,445	1,113,445	1,104,780
Depreciation	495,514	478,241	557,988	495,514
Self Insurance	50,379	59,086	59,086	69,033
Transfer to Water Fund	203,800	170,330	170,330	153,650
Transfer to Equip Replace Res	94,067	81,748	81,748	79,532
Total	<u>11,851,621</u>	<u>13,135,915</u>	<u>12,466,479</u>	<u>13,541,095</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(1,318,103)	(2,598,635)	(1,908,759)	(2,089,368)
Net Change In Non Current Assets	842,134	478,241	1,018,094	495,514
Beginning Balance, July 1	13,506,066	13,030,097	13,030,097	12,139,432
Reserve	<u>(8,695,120)</u>	<u>(8,417,120)</u>	<u>(8,141,620)</u>	<u>(8,045,620)</u>
Ending Balance, June 30	\$ <u>4,334,977</u>	<u>2,492,583</u>	<u>3,997,812</u>	<u>2,499,958</u>

This fund accounts for the operation and maintenance of all facilities (including Mountain View's share of operation costs of the Palo Alto Regional Water Quality Control Plant) required to transport and process wastewater. Chapter 35 of the Mountain View City Code authorizes the collection of a wastewater service charge, a connection charge and an existing facility and front footage charge.

SOLID WASTE MANAGEMENT FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 396,092	332,601	316,192	313,170
Intergovernmental	99,992	94,000	41,622	100,000
Waste Disposal Charges	7,435,247	7,563,559	7,403,452	7,136,001
Sale of Recycled Material	74,305	50,000	166,586	75,000
Other Revenues	<u>132,821</u>	<u>0</u>	<u>60,092</u>	<u>0</u>
City Revenues	8,138,457	8,040,160	7,987,944	7,624,171
Foothill Revenues	<u>8,304,749</u>	<u>8,612,024</u>	<u>8,241,832</u>	<u>8,979,476</u>
Total	<u>16,443,206</u>	<u>16,652,184</u>	<u>16,229,776</u>	<u>16,603,647</u>
Expenditures and Uses of Funds:				
Operations	2,519,383	4,075,159	2,251,255	2,543,556
Collection and Disposal	4,724,115	4,508,299	4,293,819	4,723,921
Capital Projects	150,000	0	69,500	109,000
General Fund Administration	633,580	844,077	844,077	722,934
Depreciation	9,333	44,224	230,494	9,333
Self Insurance	42,353	50,189	50,189	54,626
Transfer to Water Fund	126,200	126,390	126,390	0
Transfer to Equip Replace Res	<u>105,878</u>	<u>91,298</u>	<u>91,298</u>	<u>89,542</u>
City Expenditures	8,310,842	9,739,636	7,957,022	8,252,912
Payments to Foothill	<u>8,304,749</u>	<u>8,612,024</u>	<u>8,241,832</u>	<u>8,979,476</u>
Total	<u>16,615,591</u>	<u>18,351,660</u>	<u>16,198,854</u>	<u>17,232,388</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(172,385)	(1,699,476)	30,922	(628,741)
Net Change In Non Current Assets	11,373	44,224	(1,210,426)	9,333
Beginning Balance, July 1	9,663,552	9,502,540	9,502,540	8,323,036
Reserves	<u>(2,359,379)</u>	<u>(2,359,379)</u>	<u>(2,359,379)</u>	<u>(2,359,379)</u>
Ending Balance, June 30	\$ <u>7,143,161</u>	<u>5,487,909</u>	<u>5,963,657</u>	<u>5,344,249</u>

The Solid Waste Management Fund is responsible for the collection, transportation, recycling and disposal services of the City. It also funds two of the City's landfill post closure maintenance activities. Revenue and payments for Foothill Disposal Company (Foothill) are included for informational purposes only, a budget is not adopted for Foothill.

EQUIPMENT MAINTENANCE AND REPLACEMENT INTERNAL SERVICE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 516,176	439,415	494,920	428,516
Interfund Service Charges	1,541,617	1,698,800	1,640,990	1,775,000
Other Revenues	86,449	0	33,125	0
Transfer from General Fund	1,039,972	552,821	552,821	549,054
Transfer from Other Funds	<u>576,419</u>	<u>357,168</u>	<u>357,168</u>	<u>347,976</u>
Total	<u>3,760,633</u>	<u>3,048,204</u>	<u>3,079,024</u>	<u>3,100,546</u>
Expenditures and Uses of Funds:				
Operations	1,493,335	1,641,627	1,502,750	1,689,294
Equipment Purchases	1,218,026	1,407,221	451,989	2,511,250
Transfer to Water Fund	74,020	94,628	94,628	70,278
Transfer to Equip Replace Res	<u>17,333</u>	<u>15,279</u>	<u>15,279</u>	<u>14,560</u>
Total	<u>2,802,714</u>	<u>3,158,755</u>	<u>2,064,646</u>	<u>4,285,382</u>
Revenues and Sources Over (Under) Expenditures and Uses	957,919	(110,551)	1,014,378	(1,184,836)
Net Change In Non Current Assets	14,490	11,000	14,490	11,000
Beginning Balance, July 1	10,928,752	11,901,161	11,901,161	12,930,029
Equipment Replacement Reserve	<u>(11,929,837)</u>	<u>(11,877,739)</u>	<u>(12,862,324)</u>	<u>(11,676,955)</u>
Ending Balance, June 30	\$ <u>(28,676)</u>	<u>(76,129)</u>	<u>67,705</u>	<u>79,238</u>

The purpose of this fund is to account for centralized fleet maintenance costs and to bill all funds utilizing maintenance services a proportionate charge. In addition, this fund accounts for certain equipment replacement requirements of the City.

# WORKERS' COMPENSATION SELF-INSURANCE FUND

## Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 197,403	173,596	200,351	167,572
Interfund Service Charges	1,208,077	1,223,544	1,173,463	1,326,702
Transfer from Liability Insurance	0	1,000,000	1,000,000	0
Other Revenue	<u>0</u>	<u>0</u>	<u>318</u>	<u>0</u>
Total	<u>1,405,480</u>	<u>2,397,140</u>	<u>2,374,132</u>	<u>1,494,274</u>
Expenditures and Uses of Funds:				
Expenditures	<u>1,429,290</u>	<u>1,658,000</u>	<u>1,216,068</u>	<u>1,558,000</u>
Total	<u>1,429,290</u>	<u>1,658,000</u>	<u>1,216,068</u>	<u>1,558,000</u>
Revenues and Sources Over (Under) Expenditures and Uses	(23,810)	739,140	1,158,064	(63,726)
Beginning Balance, July 1	4,578,305	4,554,495	4,554,495	5,712,559
Reserve - Future Claims Payable	<u>(3,509,104)</u>	<u>(3,509,104)</u>	<u>(3,509,104)</u>	<u>(3,509,104)</u>
Ending Balance, June 30	\$ <u>1,045,391</u>	<u>1,784,531</u>	<u>2,203,455</u>	<u>2,139,729</u>

The City implemented a self-insurance program for Workers Compensation benefits on September 7, 1975 as authorized by Council Resolution No. 10581. This program provides for State mandated insurance benefits (salary and medical costs) for employees who are injured on the job.

Financially, this fund is composed of resources for current operating expenditures, future costs of previously incurred injury claims and reserves for catastrophic losses. This fund also provides for the administration of safety and loss prevention programs throughout the City to reduce the probability of incurring future catastrophic claims against the City.

# UNEMPLOYMENT SELF-INSURANCE FUND

## Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 25,077	21,690	21,033	18,490
Interfund Service Charges	<u>47,100</u>	<u>47,580</u>	<u>44,400</u>	<u>0</u>
Total	<u>72,177</u>	<u>69,270</u>	<u>65,433</u>	<u>18,490</u>
Expenditures and Uses of Funds:				
Expenditures	<u>67,250</u>	<u>67,250</u>	<u>87,670</u>	<u>80,000</u>
Total	<u>67,250</u>	<u>67,250</u>	<u>87,670</u>	<u>80,000</u>
Revenues and Sources Over (Under) Expenditures and Uses	4,927	2,020	(22,237)	(61,510)
Beginning Balance, July 1	<u>545,208</u>	<u>550,135</u>	<u>550,135</u>	<u>527,898</u>
Ending Balance, June 30	<u>\$ 550,135</u>	<u>552,155</u>	<u>527,898</u>	<u>466,388</u>

The City implemented a self-insurance program for unemployment benefits on March 13, 1978 as authorized by Council Resolution No. 11975. This program provides for State and Federal mandated unemployment insurance benefits for employees.

# LIABILITY INSURANCE FUND

## Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 184,630	158,740	129,287	128,590
Other Revenues	1,019,872	0	53,680	0
Interfund Service Charges	<u>797,918</u>	<u>872,370</u>	<u>872,369</u>	<u>911,730</u>
Total	<u>2,002,420</u>	<u>1,031,110</u>	<u>1,055,336</u>	<u>1,040,320</u>
Expenditures and Uses of Funds:				
Expenditures	799,167	1,415,550	913,871	1,415,550
Transfer to Workers Compensation	<u>0</u>	<u>1,000,000</u>	<u>1,000,000</u>	<u>0</u>
Total	<u>799,167</u>	<u>2,415,550</u>	<u>1,913,871</u>	<u>1,415,550</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	1,203,253	(1,384,440)	(858,535)	(375,230)
Beginning Balance, July 1	4,343,326	5,546,579	5,546,579	4,688,044
Reserve - Future Claims	<u>(323,825)</u>	<u>(323,825)</u>	<u>(381,589)</u>	<u>(381,589)</u>
Ending Balance, June 30	<u>\$ 5,222,754</u>	<u>3,838,314</u>	<u>4,306,455</u>	<u>3,931,225</u>

On August 11, 1980, Council approved a self-insurance program for liability insurance effective September 1, 1980. Existing provisions include:

1. \$1.0 million self-insurance retention (SIR).
2. \$19.0 million coverage above the SIR through ACCEL joint powers authority, for a total of \$20.0 million.
3. Claims approval authority to \$30,000.
4. Collision coverage only for certain high-value vehicles.

Liability claims adjusting and monthly claims analysis reports are provided by a third party professional claims adjusting firm. The City acts as its own agent and controls risk to limit liability loss exposure. Other insurance such as fire, fidelity bonds and other coverages are not self-insured and are paid directly from the General Operating Fund. There is a \$1.0 million self-insurance retention for each liability incident. The minimum reserve and balance for future claims of \$2.0 million is maintained in accordance with Council policy.



# RETIREEES' HEALTH PROGRAM INSURANCE FUND

## Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 525,890	463,518	428,380	504,012
Other Revenue	18,305	0	22,195	0
Interfund Service Charges	125,160	173,690	173,690	493,192
Transfer from General Fund Reserve	0	0	0	3,000,000
Total	<u>669,355</u>	<u>637,208</u>	<u>624,265</u>	<u>3,997,204</u>
Expenditures and Uses of Funds:				
Expenditures	<u>732,899</u>	<u>942,018</u>	<u>905,700</u>	<u>1,068,358</u>
Total	<u>732,899</u>	<u>942,018</u>	<u>905,700</u>	<u>1,068,358</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(63,544)	(304,810)	(281,435)	2,928,846
Beginning Balance, July 1	11,504,925	11,441,381	11,441,381	11,159,946
Reserve	<u>(10,481,156)</u>	<u>(10,141,160)</u>	<u>(10,152,260)</u>	<u>(13,097,103)</u>
Ending Balance, June 30	\$ <u>960,225</u>	<u>995,411</u>	<u>1,007,686</u>	<u>991,689</u>

This fund was established in Fiscal Year 1985-86 as a self-insurance fund to pay the health insurance premiums of retired City employees. An actuarial analysis is performed every three years to determine the fund's future liability and was last updated in Fiscal Year 2001-02. The reserve has been supplemented as funds became available.

EMPLOYEE BENEFITS SELF-INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2002-03</u>	Adopted Budget <u>2003-04</u>	Unaudited Actual <u>2003-04</u>	Adopted Budget <u>2004-05</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 13,722	11,488	12,857	11,583
Insurance and SIR	<u>65,355</u>	<u>66,270</u>	<u>61,735</u>	<u>62,427</u>
Total	<u>79,077</u>	<u>77,758</u>	<u>74,592</u>	<u>74,010</u>
Expenditures and Uses of Funds:				
Expenditures	<u>64,823</u>	<u>114,770</u>	<u>131,782</u>	<u>110,927</u>
Total	<u>64,823</u>	<u>114,770</u>	<u>131,782</u>	<u>110,927</u>
Revenues and Sources Over (Under) Expenditures and Uses	14,254	(37,012)	(57,190)	(36,917)
Beginning Balance, July 1	<u>302,735</u>	<u>316,989</u>	<u>316,989</u>	<u>259,799</u>
Ending Balance, June 30	\$ <u>316,989</u>	<u>279,977</u>	<u>259,799</u>	<u>222,882</u>

The Employee Benefits Self Insurance Fund accounts for the City's self insured vision and other miscellaneous benefits.

# GENERAL FUND RESERVES

## Statement of Revenues, Expenditures and Balances

	<u>General Fund Reserve</u>	<u>Contingency Reserve</u>	<u>Long Term Contingency Reserve</u>	<u>Revenue Stabilization Reserve</u>	<u>Budget Transition Reserve</u>
Revenues and Sources of Funds:					
G. F. Carryover	\$ 1,034,018	0	0	0	0
Transfer	1,549,407	0	0	0	0
Capital Project Refunds	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>2,583,425</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Expenditures and Uses of Funds:					
Expenditures	916,071	0	0	0	188,000
Debt Service	1,549,407	0	0	0	0
State Contingency	1,500,000	0	0	0	0
Transfers	<u>12,127,420</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>16,092,898</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>188,000</u>
Revenues and Sources Over (under)					
Expenditures and Uses	(13,509,473)	0	0	0	(188,000)
Beginning Balance, July 1	26,019,469	3,505,776	7,250,000	5,695,569	9,322,976
Reserves	<u>(47,744)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance, June 30	<u>\$ 12,462,252</u>	<u>3,505,776</u>	<u>7,250,000</u>	<u>5,695,569</u>	<u>9,134,976</u>

\* Appropriations for Compensated Absence Reserve are on an as needed basis up to the amount of the balance.

<u>Property Management Reserve</u>	<u>Capital Improvement Reserve</u>	<u>Strategic Property Acquisition Reserve</u>	<u>Compensated Absences *</u>	<u>PERS Liability Reserve</u>
0	0	0	0	0
0	0	3,254,662	1,000,000	4,882,042
<u>0</u>	<u>386,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>0</u>	<u>386,000</u>	<u>3,254,662</u>	<u>1,000,000</u>	<u>4,882,042</u>
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
<u>0</u>	<u>688,000</u>	<u>0</u>	<u>0</u>	<u>228,000</u>
<u>0</u>	<u>688,000</u>	<u>0</u>	<u>0</u>	<u>228,000</u>
0	(302,000)	3,254,662	1,000,000	4,654,042
1,600,000	5,968,468	4,591,195	5,861,654	926,971
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>1,600,000</u>	<u>5,666,468</u>	<u>7,845,857</u>	<u>6,861,654</u>	<u>5,581,013</u>

ADOPTED 2004-05 BUDGET - SCHEDULE OF INTERFUND TRANSFERS

EXPENDITURES	REVENUES							TOTAL
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Reserve Funds	
General Fund/ Shoreline Golf Links	\$450,000		1,021,894	71,000	7,703	549,054		\$2,099,651
Special Revenue Funds	3,784,444	610,800	5,437,676	15,054,000	12,761	51,687	1,564,069	26,515,437
Capital Projects Funds				581,539				581,539
Enterprise Funds				4,766,000	153,650	281,729		5,201,379
Internal Service Funds					70,278	14,560		84,838
Reserve Funds	228,000	5,378	1,549,407	688,000			12,122,042	14,592,827
<b>TOTAL</b>	<b>\$4,462,444</b>	<b>616,178</b>	<b>8,008,977</b>	<b>21,160,539</b>	<b>244,392</b>	<b>897,030</b>	<b>13,686,111</b>	<b>\$49,075,671</b>

## VII. FIVE-YEAR FORECAST

Preparation of the five-year revenue forecast has been complicated over the past several years by unprecedented financial challenges resulting from the downward spiral of the economy and the State's budget problems. In more stable times, the forecast can assist decision-making by providing a longer-term perspective on budget decisions. However, in the current economic climate, a five-year projection is much less reliable as there are very few definitive signs the economy is improving enough to confidently predict local revenue sources.

### Historical Information, Major Assumptions and Forecast Methodology

The forecast is for Fiscal Years 2004-05 through 2008-09. The City has been facing significant, and unprecedented, financial challenges the last three budget cycles. The General Operating Fund, the primary provider of City services, is experiencing severely constrained finances and is not able to maintain the current level of City services. With the decline in General Operating Fund revenues over the past two years, there is insufficient revenue to cover even inflationary increases in General Operating Fund expenditures.

Even though economic growth was dramatic in the Bay Area in recent years, past experience has demonstrated the cyclical nature of the economy, especially in Silicon Valley. While the current financial challenges facing the City are substantial, it is fortunate the potential for a serious economic recession was identified in previous years. Techniques such as creation of the Economic Stabilization Contingency and the Budget Transition Reserve and retaining the available carryover from prior fiscal years have allowed the City's adjustment to financial challenges to be less traumatic than would otherwise be the case and will continue to provide flexibility into the future.

Property Tax, Utility Users Tax, Hotel Tax, Franchise Fees, Vehicle License Fees and CIP Administration were below budget for Fiscal Year 2003-04. However, total General Operating Fund revenues were \$749,000 more than adopted, even including the loss of the State VLF backfill (estimated at \$1.3 million). The General Operating Fund ended the fiscal year with a \$6.3 million operating balance, the result of the \$2.6 million budgeted Stabilization Contingency, \$749,000 increased revenue and \$3.0 million of expenditure savings related to the hiring freeze.

There are small signs of recovery, such as:

- Utilization of vacant commercial space;
- Hotel tax increased slightly over the last two quarters;
- Small companies are opening and contributing to the sales tax base; and
- The local unemployment rate has declined slightly over the past year.

However, the stock market is still uncertain and assessed values declined overall. The June 2004 State-wide unemployment rate has declined to 6.4 percent from a high of 6.9 percent in June 2003. The Santa Clara County employment rate was 6.3 percent in June 2004, down from 8.7 percent the same time the prior year.

Projections of the major revenue sources are based upon and affected by the variables discussed below:

- Property tax revenue is impacted by real property prices, assessed valuation, ownership changes triggering reassessments, the level of development activity and the proportionate share of that activity to the rate of growth in the remainder of Santa Clara County. The County proactively reviewed commercial and residential properties again for Fiscal Year 2004-05, resulting in some reduced assessments, and has received assessment appeals for Fiscal Year 2003-04 which are in the review process. Although some of the assessed value reductions implemented by the County Assessor for Fiscal Years 2002-03 and 2003-04 are projected to be restored for Fiscal Year 2004-05, the remainder will continue to have a dampening effect on the rate of revenue growth into the future until the value is restored to current market values.
- Sales tax revenue is subject to economic, technological and political challenges, and local business decisions. Currently, the most significant challenges are corporate relocations, the severe decline in the local economy and the decline in business-to-business sales.
- Other Taxes:
  - Transient Occupancy Tax is impacted by the number of hotel rooms, the room and occupancy rates and the tax level.
  - Utility Users Tax is dependent on the cost of energy, customer base and consumption levels.
- Investment earnings are based on the portfolio balance and yield.
- Licenses, Permits and Service Charges are primarily impacted by the level of development within the City.

Expenditures are trended based on historical experience, assumptions about future growth rates using information gathered from various sources, extrapolations based on the 2003-04 fiscal year, previously negotiated labor agreements and future costs of the Fiscal Year 2004-05 Adopted Budget. The expenditure forecast does not assume any additional programs, positions or service level enhancements.

### State Budget

The impact of State budget actions on the City cannot be known at this time. If the proposed local government agreement with the Governor is approved by the Legislature, City revenues will be reduced approximately \$1.4 million in each of the next two fiscal years, and a constitutional amendment protecting local revenues from further State takings will be placed on the November ballot. It cannot be known if the Legislature will approve the provisions of the agreement as they are proposed, modify them in some manner or do something entirely different than proposed by the Governor.

### Cost Recovery (Fee) Study

A Cost Recovery (Fee) Study was undertaken during Fiscal Year 2003-04, and the revenue projected to be generated by modified fees approved by Council has been included in the Adopted Budget and the four forecast years.

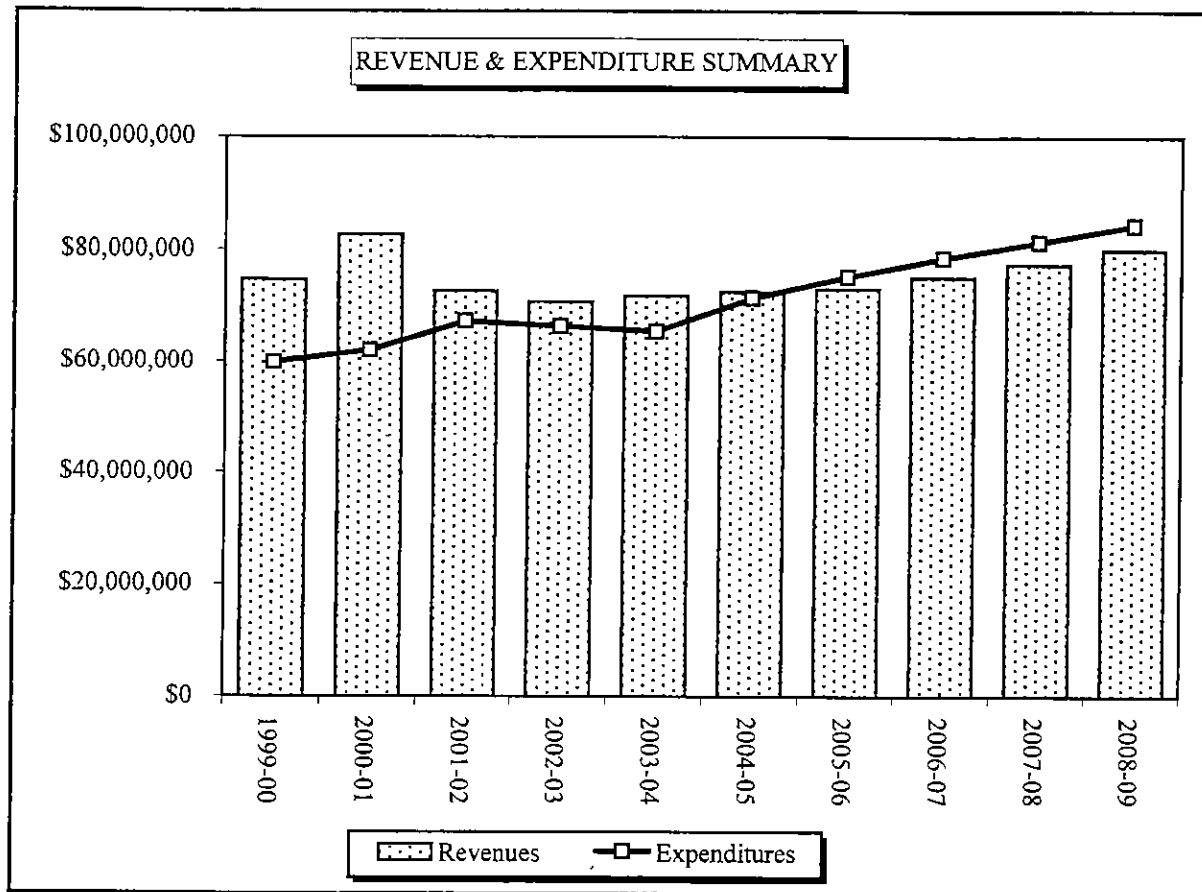
### Conclusion

The General Operating Fund balance in Fiscal Year 2005-06 indicates a negative balance of approximately \$2.2 million, growing to \$4.4 million by Fiscal Year 2008-09, and does not include any reservation for the Economic Stabilization Contingency after Fiscal Year 2004-05. The funding gap could be exacerbated if the Governor's local government proposal is not approved or is significantly modified by the Legislature or revenue protection is not approved by voters in November and further State takeaways occur. This projection highlights the continuing necessity of managing the City's expenditures and developing all possible revenue sources.

The forecast is updated annually as part of the budget process. Revenue trends are closely monitored and compared to expenditures in the preparation of the budget and each fiscal year appropriate budget proposals are developed based on projected revenues.

Included with this memo is a detailed presentation of the forecast, summarizing, in graphic form, the revenues described above and the assumptions used to prepare the forecast.

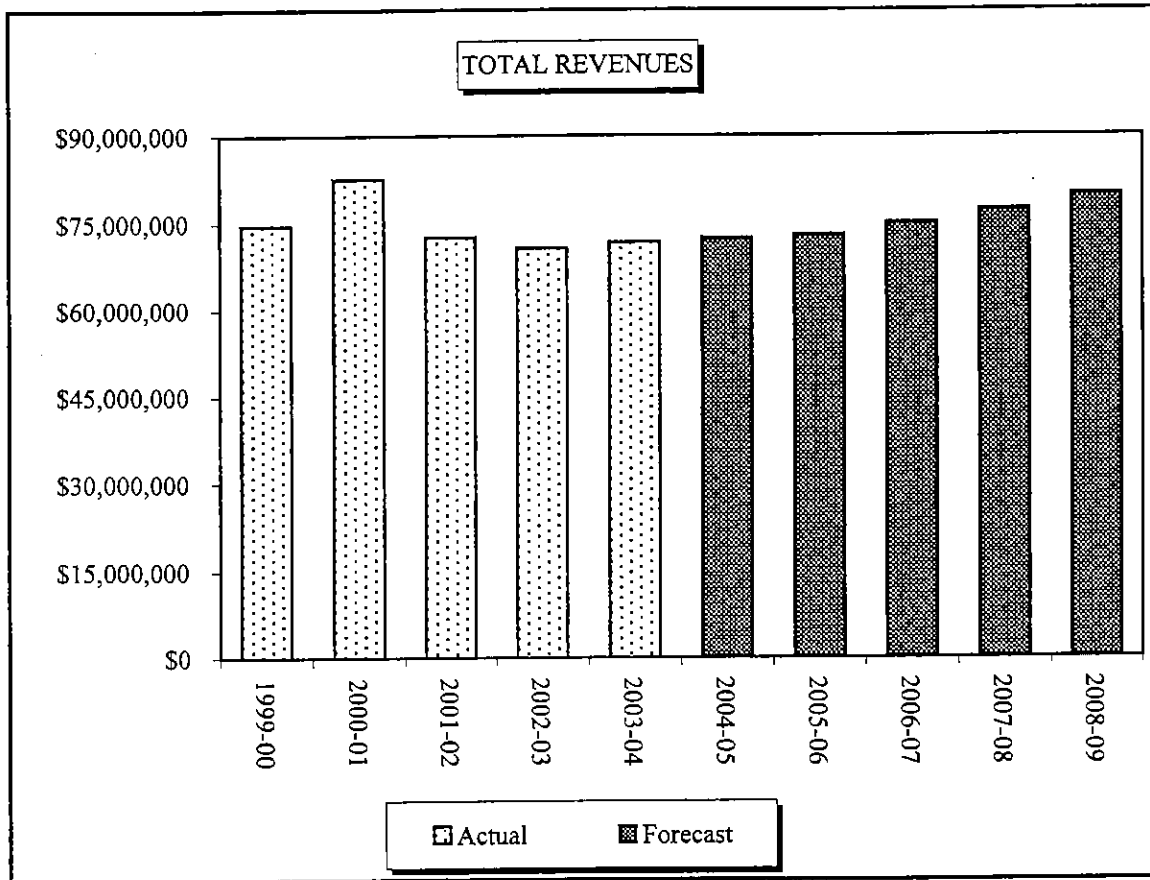




<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>Annual Expenditures</u>
1999-00	74,712,000	59,846,000
2000-01	82,708,000	62,057,000
2001-02	72,631,000	67,281,000
2002-03	70,736,000	66,340,000
2003-04	* 71,779,000	65,477,000
2004-05	** 72,452,000	71,418,000
2005-06	73,051,000	75,224,000
2006-07	75,103,000	78,555,000
2007-08	77,387,000	81,428,000
2008-09	80,014,000	84,369,000

\* Unaudited

\*\* Adopted



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1999-00	74,712,000	10.0%
2000-01	82,708,000	10.7%
2001-02	72,631,000	(12.2%)
2002-03	70,736,000	(2.6%)
2003-04 *	71,779,000	1.5%
2004-05 **	72,452,000	0.9%
2005-06	73,051,000	0.8%
2006-07	75,103,000	2.8%
2007-08	77,387,000	3.0%
2008-09	80,014,000	3.4%

\*Unaudited

\*\* Adopted

(THIS PAGE INTENTIONALLY LEFT BLANK)

## **PROPERTY TAXES**

Property taxes include the revenue generated from the City's share of the 1.0 percent levy assessed on the taxable value of real and personal property located within the City limits. The assessed value of secured real property that does not experience a change in ownership is increased at an inflationary rate not to exceed the California Consumer Price Index (CPI) or 2.0 percent, whichever is less. However, if a property changes ownership, it is reassessed at the current market value and new construction is initially valued at the cost of the construction. Unsecured tax on personal property such as computers and other equipment is assessed on the value of the property as reported annually to the County by each business.

### **PROPERTY TAX SOURCES**

- Property tax assessed on secured real property
- Property tax assessed on unsecured personal property

### **ECONOMIC FACTORS**

- General economic conditions
- Proposition 13—determines methodology of tax application, limits the annual assessed value increase and sets the tax rate
- Consumer Price Index (CPI)
- Property demand, sales and values
- New development
- Timeliness of County processing of new development and ownership transfers to the tax roll
- State legislation regarding tax allocation
- Proactive assessment reductions by the County Assessor
- Assessment appeals

## HISTORY

During Fiscal Years 1992-93 and 1993-94, the State transferred a total of \$2.5 million of City secured property tax revenues to schools ("ERAF Shift") as a way of solving its own budget shortfall at the time. This is an ongoing annual loss to the City, increasing every fiscal year as assessed values increase and totals \$4.3 million for Fiscal Year 2003-04, a cumulative loss of \$34.9 million since the inception of ERAF. At the same time, assessed values declined as a result of the depressed economic climate, and commercial and residential property owners filed successful assessment appeals which resulted in reduced secured and unsecured property tax revenue. The appeal activity was so high that over several fiscal years, the County was consumed with processing appeals and unable to add new development to the tax roll in a timely manner, thereby delaying payment of property tax revenue the City and other County agencies were entitled to. Beginning in Fiscal Year 1997-98, the County made significant progress adding new development to the roll and restoring assessments reduced in prior fiscal years. Over the next few years, the lack of housing for the growing employment base in Silicon Valley and the capital gains from stock sales combined to drive housing prices and taxable assessed values to an unprecedented level. Then, in early 2001, the economy stalled and property sales slowed. Since then, interest rates have been low, and housing activity has remained strong with demand still exceeding supply.

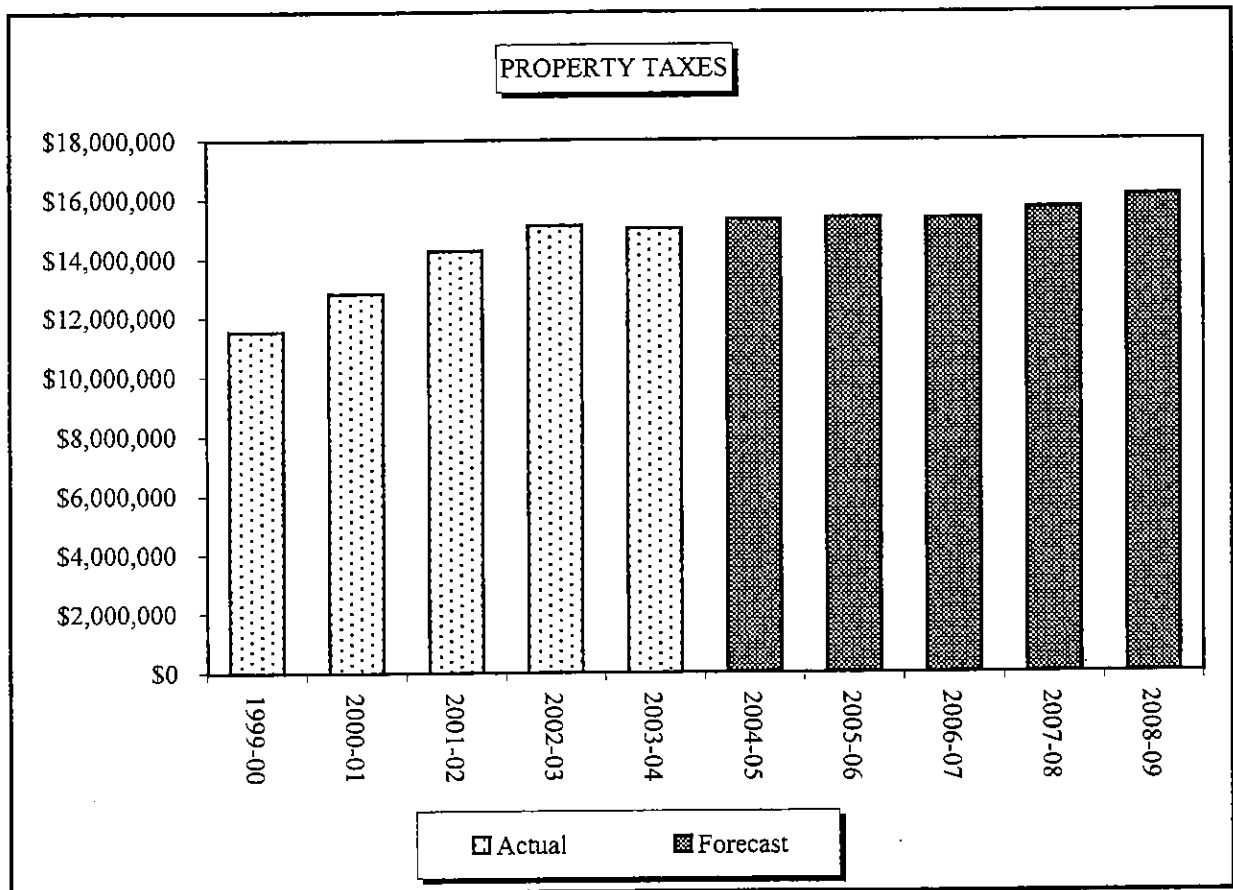
While establishing the tax roll for Fiscal Years 2002-03 and 2003-04, the County proactively reviewed all commercial property as well as residential properties sold during the prior two fiscal years and reduced values for many properties.

## FORECAST

Fiscal Year 2004-05 includes the 1.867 percent CPI increase, the increased value related to residential properties sold during the tax roll year and the projected City share of the County-wide assessed value loss calculated by the Assessor's Office. The County has again proactively reviewed property values, reducing some properties and restoring values for other properties reduced on the 2002-03 and 2003-04 fiscal year tax roll.

The four forecast years assume the assessed value of secured property will increase at the 2.0 percent annual maximum.

The level of commercial vacancies is projected to hold the value of unsecured property at the current level as a result of the already decreased value of commercial property lease agreements and the reduced amount of property (furnishings, fixtures, etc.) to assess tax on. The unsecured property tax projection for the 2004-05 fiscal year is approximately the same as the amount received for Fiscal Year 2003-04. The subsequent three fiscal years have a 1.0 percent annual increase and the final year has a 4.0 percent increase reflecting the assumption that the vacancy rate will be lower.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1999-00	11,534,000	12.0%
2000-01	12,825,000	11.2%
2001-02	14,262,000	11.2%
2002-03	15,110,000	5.9%
2003-04 *	15,016,000	(0.6%)
2004-05 **	15,292,000	1.8%
2005-06	15,379,000	0.6%
2006-07	15,364,000	(0.1%)
2007-08	15,718,000	2.3%
2008-09	16,137,000	2.7%

\*Unaudited

\*\* Adopted

## **SALES TAX**

The City of Mountain View receives 1.0 percent of every sales dollar subject to sales tax. During the past decade, industrial businesses have produced a larger share of sales tax revenue. However, last fiscal year, with the decline in the technology sector, retail became the largest producer of sales tax for the City.

### **SALES TAX SOURCES**

- Retail sales of tangible personal property to individuals and other businesses
- Use and excise taxes on business consumption of personal property
- State and County pooled sales tax allocated by population

### **ECONOMIC FACTORS**

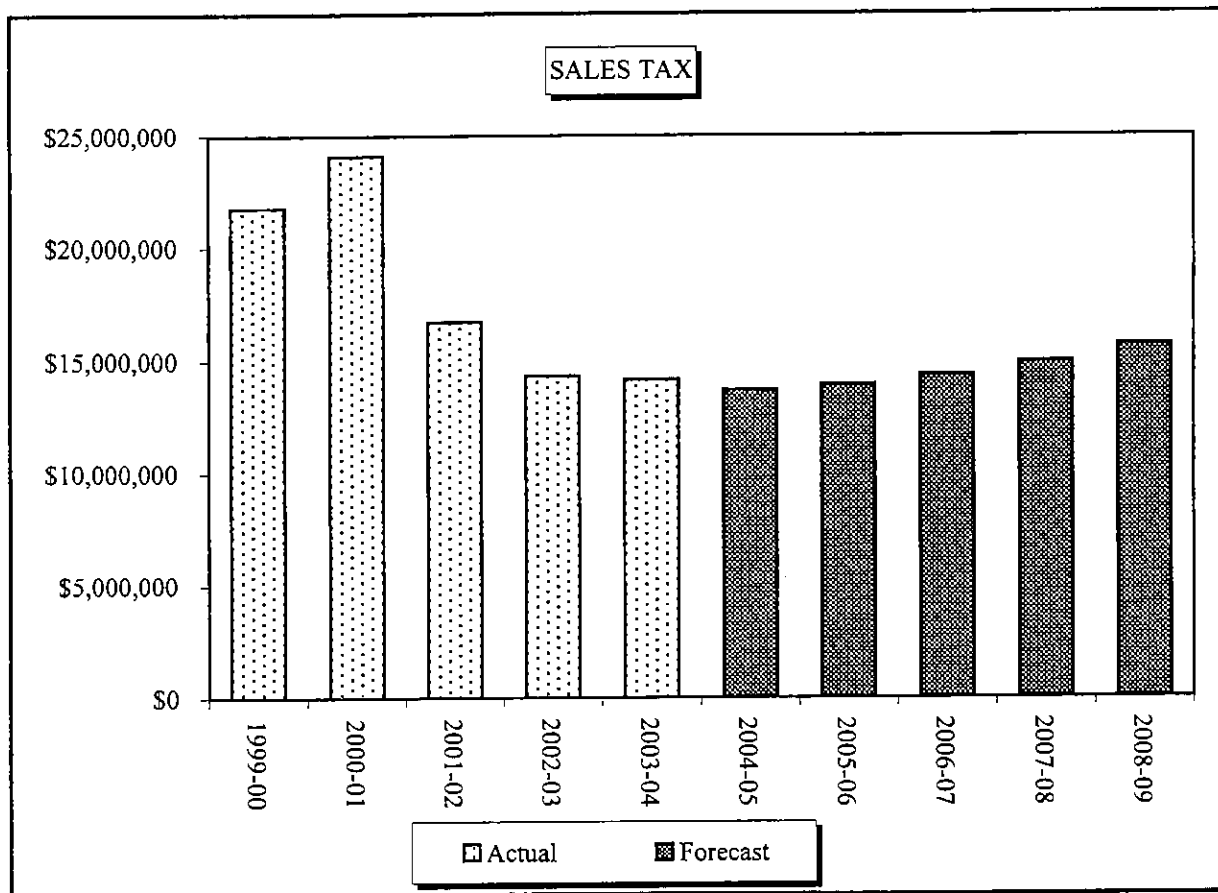
- Business expansions or relocations
- State of the economy
- Purchasing patterns
- State Board of Equalization allocation decisions
- Level of business-to-business sales
- Technological changes

### **HISTORY**

Over the past decade, sales tax has been an extremely volatile revenue source. It dropped 9.3 percent in Fiscal Year 1990-91, almost doubled over the next six fiscal years, fluctuated for the next several fiscal years and reached an all-time record of \$24.1 million in Fiscal Year 2000-01. Since then, sales tax revenue has declined 41.3 percent to \$14.2 million, the lowest amount since Fiscal Year 1992-93. These variations occur as businesses move in and out of the City, companies modify reporting and/or sales methods and the economy changes.

### **FORECAST**

Fiscal Year 2004-05 includes a 1.9 percent increase compared to the revenue estimated for Fiscal Year 2003-04 in the Proposed Budget process, reflecting strong auto sales, the opening of some new businesses and a small overall increase in sales activity. However, the Fiscal Year 2003-04 unaudited amount was \$727,000 higher than estimated, an indication that sales activity has bottomed and will begin to increase. The remaining four forecast years also reflect incremental increases.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1999-00	21,787,000	11.1%
2000-01	24,108,000	10.7%
2001-02	16,715,000	(30.7%)
2002-03	14,328,000	(14.3%)
2003-04 *	14,158,000	(1.2%)
2004-05 **	13,681,000	(3.4%)
2005-06	13,962,000	2.1%
2006-07	14,381,000	3.0%
2007-08	14,956,000	4.0%
2008-09	15,696,000	4.9%

\*Unaudited

\*\* Adopted



(THIS PAGE INTENTIONALLY LEFT BLANK)

## OTHER TAXES

Other Taxes is comprised of Transient Occupancy Tax, Business License Tax and Utility Users Tax.

### OTHER TAXES SOURCES

- Transient Occupancy Tax is a 10.0 percent tax assessed on hotel and motel occupancies. Any occupancy by a government employee or a stay exceeding 30 consecutive days is exempt from the tax. This tax is self-reported on a quarterly basis by hotels and motels within the City limits and hotels are audited by the City on a rotating basis.
- The Business License Tax is assessed on all businesses known to be operating in Mountain View and billed annually. The tax rate varies by type of business.
- Utility Users Tax is a 3.0 percent tax assessed on the sale of all commercial and residential intrastate telephone communication and all electricity and gas consumption.

### ECONOMIC FACTORS

- Transient Occupancy: Number of hotel rooms, the room rate, the occupancy rate and the number of exemptions.
- Business License Tax: Number and types of businesses licensed by the City and the applicable tax rate.
- Utility Users Tax: Customer base, consumption and price of energy.

### HISTORY

Transient Occupancy Tax: The tax rate was last modified in June 1991 from 8.0 percent to 10.0 percent. Occupancy rates throughout the County continued to increase over the past decade until 2001, when the events and aftermath of September 11 significantly hampered travel. Since Fiscal Year 2000-01, this revenue source has declined approximately 52.1 percent to \$2.2 million in Fiscal Year 2003-04. However, the last two quarters of receipts have been higher than the same quarters of the prior fiscal year.

Business License Tax: This revenue does not change significantly from year to year as the tax rate is very low.

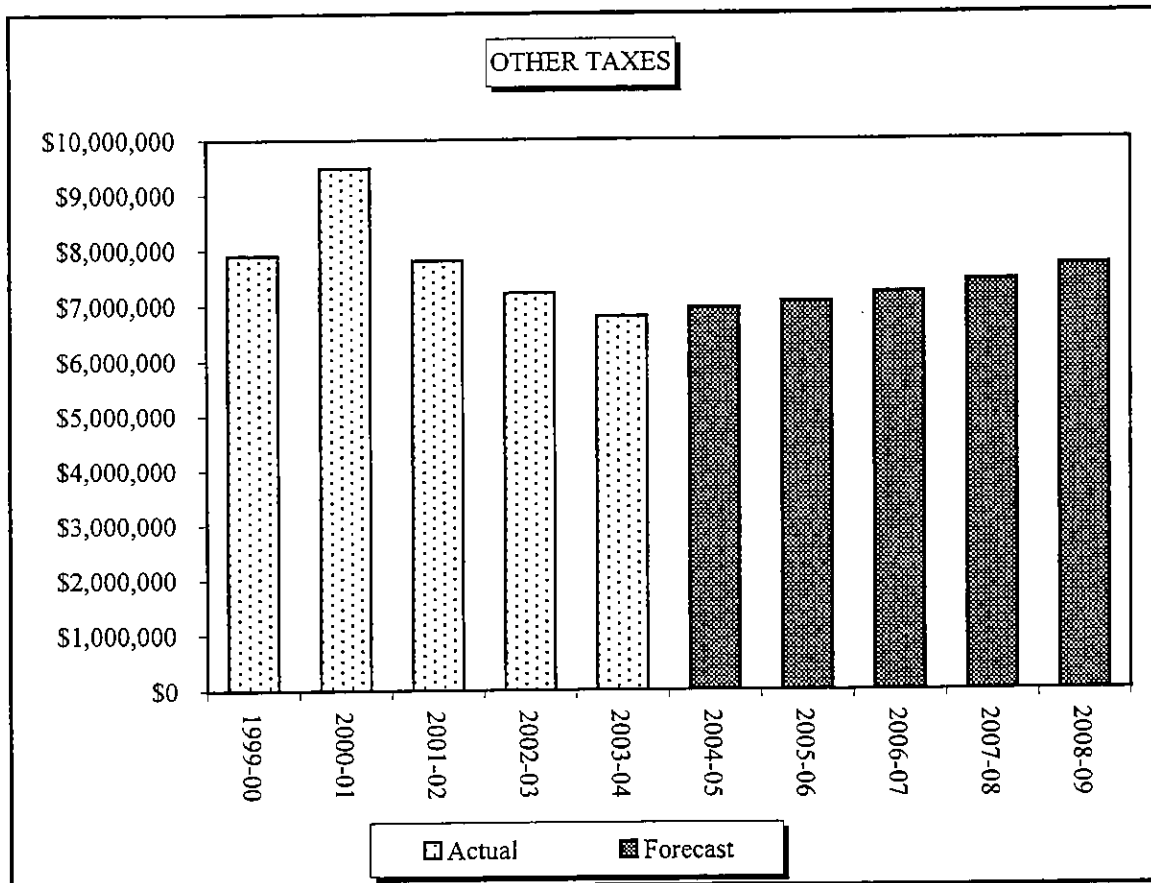
Utility Users Tax: Utility Users Tax is calculated on the consumer cost of the energy used, as the cost and/or customer base increases the tax increases. New commercial and residential development, the high occupancy rate of commercial buildings and demand for multiple phone lines increased the customer base in past fiscal years. During Fiscal Year 2000-01, consumer gas and electricity rates increased. Initially, there was an increase in City revenue from the utility rate increase. Since then, the commercial property vacancies which reduced the customer base have resulted in less than anticipated revenue in Fiscal Years 2001-02 through 2003-04. In addition, the price of gas has dropped and customers have responded to conservation efforts and reduced their usage of electricity.

## **FORECAST**

Transient Occupancy Tax: The Fiscal Year 2004-05 Adopted Budget assumes essentially level revenue and the four forecast years assume the economy will gradually improve and business travel will increase.

Business License Tax: As the tax is low, the license revenue has remained fairly constant over the past several years; therefore, forecast years are based on prior fiscal years' actuals.

Utility Users Tax: The Fiscal Year 2004-05 adopted revenue and the subsequent fiscal years assume a slightly improving economy based on the utilization of vacant commercial space which would increase the customer base.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1999-00	7,908,000	24.4%
2000-01	9,487,000	20.0%
2001-02	7,806,000	(17.7%)
2002-03	7,217,000	(7.5%)
2003-04 *	6,794,000	(5.9%)
2004-05 **	6,945,000	2.2%
2005-06	7,058,000	1.6%
2006-07	7,230,000	2.4%
2007-08	7,445,000	3.0%
2008-09	7,719,000	3.7%

\* Unaudited

\*\* Adopted

(THIS PAGE INTENTIONALLY LEFT BLANK)

## USE OF MONEY AND PROPERTY

Use of Money and Property is comprised of investment earnings and revenue from rents and leases of City property. Investment earnings are generated from the General Fund's share of the City's pooled investment portfolio. Rents and Leases revenue is generated from rental properties and lease agreements.

### USE OF MONEY AND PROPERTY SOURCES

- Monthly interest allocation generated by the City's pooled investment portfolio
- Leased and rented properties, including:
  - North Charleston site
  - Crittenden site
  - Michaels at Shoreline
  - Center for the Performing Arts
- Amphitheatre concessions

### ECONOMIC FACTORS

- Economy
- Interest rates
- Portfolio balance
- Lease agreements
- Amphitheatre concert season

### HISTORY

Investment Earnings: The portfolio has increased over the last few years as a result of the financial strategy to build reserves in anticipation of budget constraints. The Federal Reserve lowered short-term interest rates numerous times since January 2001, which has decreased the yield on newly purchased investment instruments. The Federal Reserve increased short-term interest rates in June 2004, and the Chairman has stated there will be future increases.

Rents and Leases: In March 1995, the City negotiated and signed a lease agreement with Silicon Graphics, Inc. (SGI) for the North Charleston site. In September 1996, the

City negotiated and signed a lease agreement with SGI for the Crittenden site. During Fiscal Year 2000-01, Goldman Sachs purchased the SGI buildings on the North Charleston and Crittenden sites and SGI has assigned the lease agreements with the City to Goldman Sachs for these properties. The leases contain annual increases to the rent payments.

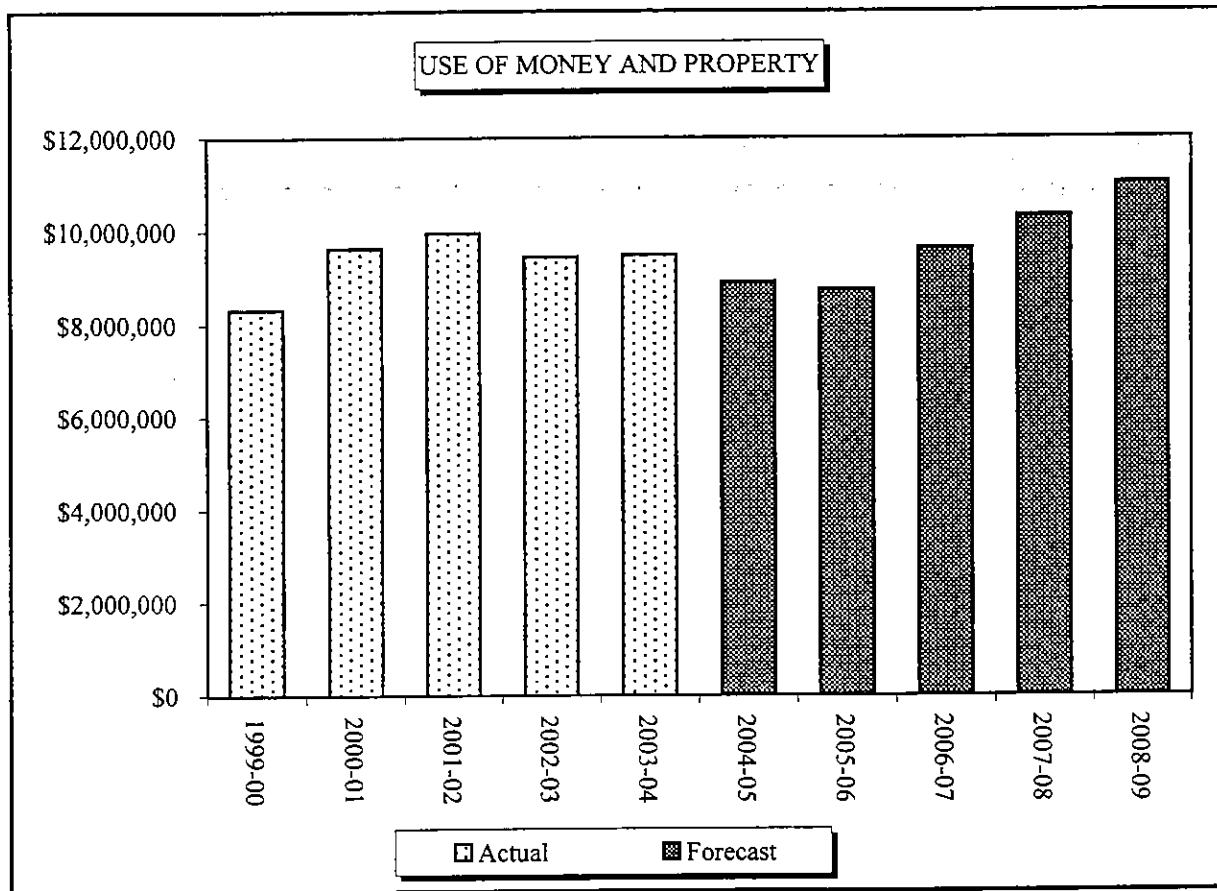
As allowed in the contract, the City receives between 4.75 percent and 6.75 percent of the revenue from Clear Channel for Amphitheatre concessions.

## **FORECAST**

Investment Earnings: The projection for the Fiscal Year 2004-05 Adopted Budget is based on an assumption the average portfolio rate will decline to 3.55 percent as maturing investments are reinvested at lower yields. The four forecast years include 0.5 percent annual yield increases.

Rents and Leases: The leases with Goldman Sachs call for a reevaluation of rent in Fiscal Years 2004-05 and 2005-06. The forecast includes rental income for these leases recalculated at estimated lower rents.

The City will remain at the maximum percentage allowed in the contract with Clear Channel.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1999-00	8,338,000	1.6%
2000-01	9,644,000	15.7%
2001-02	9,959,000	3.3%
2002-03	9,455,000	(5.1%)
2003-04 *	9,491,000	0.4%
2004-05 **	8,915,000	(6.1%)
2005-06	8,761,000	(1.7%)
2006-07	9,643,000	10.1%
2007-08	10,318,000	7.0%
2008-09	11,030,000	6.9%

\* Unaudited

\*\* Adopted



## **OTHER REVENUE**

Other revenue is comprised of Franchise Fees, Licenses and Permits, Fines and Forfeitures, Intergovernmental, Service Charges, Miscellaneous and Interfund Revenue/Transfers.

### **OTHER REVENUE SOURCES**

- The franchisees are required to pay Franchise Fees as compensation to the City for the use of City property while providing a commercial service to Mountain View businesses and residents.
- Licenses and Permits and Service Charge revenues are generated from private development activity and recreation classes.
- Fines and Forfeitures are generated from citations issued by the City and the California Highway Patrol.
- Intergovernmental includes all revenue derived from other government agency sources, the largest of which is motor vehicle license fees (VLF).
- Miscellaneous Revenue includes revenue from a variety of sources.
- Interfund Revenues are reimbursements to the General Operating Fund from other funds and capital improvement projects for services provided. Interfund Transfers are transfers from other funds.

### **ECONOMIC FACTORS**

- State of the economy
- Franchise agreements and revenues generated by franchisees
- Level of development activity
- Actions by the State Legislature
- Level of service provided to other funds and capital improvement projects by staff budgeted in the General Operating Fund
- State and Federal regulations, legislation and funded programs

## HISTORY

Franchise Fees: Franchise revenue generated from gas and electricity usage steadily increased through Fiscal Year 2001-02 as a result of significant commercial and residential development which completely masked the impact of the PG&E rate reduction effective March 1998. This revenue declined in Fiscal Year 2002-03 as a result of the high level of commercial office vacancies. Fiscal Year 2003-04 revenue increased slightly, hopefully an indication the local economy has reached bottom and is benefiting from the lease of vacant commercial space.

The City's refuse hauler, Foothill Disposal Company (Foothill) is required to pay a franchise fee to the City. This revenue began declining in Fiscal Year 2001-02 as a result of the decreased demand for refuse service, resulting from the amount of vacant commercial space and continued to fall through Fiscal Year 2003-04. However, the pace of the decline in Fiscal Year 2003-04 slowed.

In addition, both of these Franchise Fee sources have been negatively impacted by conservation and recycling efforts.

Licenses and Permits and Service Charges: This revenue source experienced significant growth during the 1990s as a result of new development. Revenues began declining in Fiscal Year 2000-01 when the economy faltered, and there were no new large commercial development projects. Development-related revenue has been at approximately the same level for the past three years.

Intergovernmental Revenue: During the past decade, many revenues from the State have been reduced or eliminated. However, motor vehicle license fees (VLF) collected on vehicle registrations have steadily increased. The VLF was reduced by the State Legislature in Fiscal Year 1997-98 with the losses to local agencies offset by a "backfill" payment from the State's General Fund. Local agencies are dependent upon the State to continue to backfill the loss of that portion of VLF.

With adoption of the 2003-04 State budget, the Legislature eliminated the backfill to local agencies. Then-Governor Davis restored the level of VLF effective October 1, 2003 pursuant to existing law, however, the Fiscal Year 2003-04 State budget did not include funding for the backfill to local governments for the first quarter of Fiscal Year 2003-04, a loss of \$1.3 million for the City. Upon election, Governor Schwarzenegger issued his first executive order rescinding the restoration of the VLF fee and ordered refunds to vehicle owners who had paid the restored fee. In December, the Governor issued an executive order appropriating funds to pay cities and counties the VLF backfill for the last three quarters of the fiscal year. This order left in place the unfunded "gap" for the first quarter, which is supposed to be repaid to local agencies in Fiscal Year 2006-07.

Interfund Revenues/Transfer: Every two years, the City's A-87 cost allocation plan is updated to accurately reflect the services provided to other funds and capital projects by General Operating Fund staff.

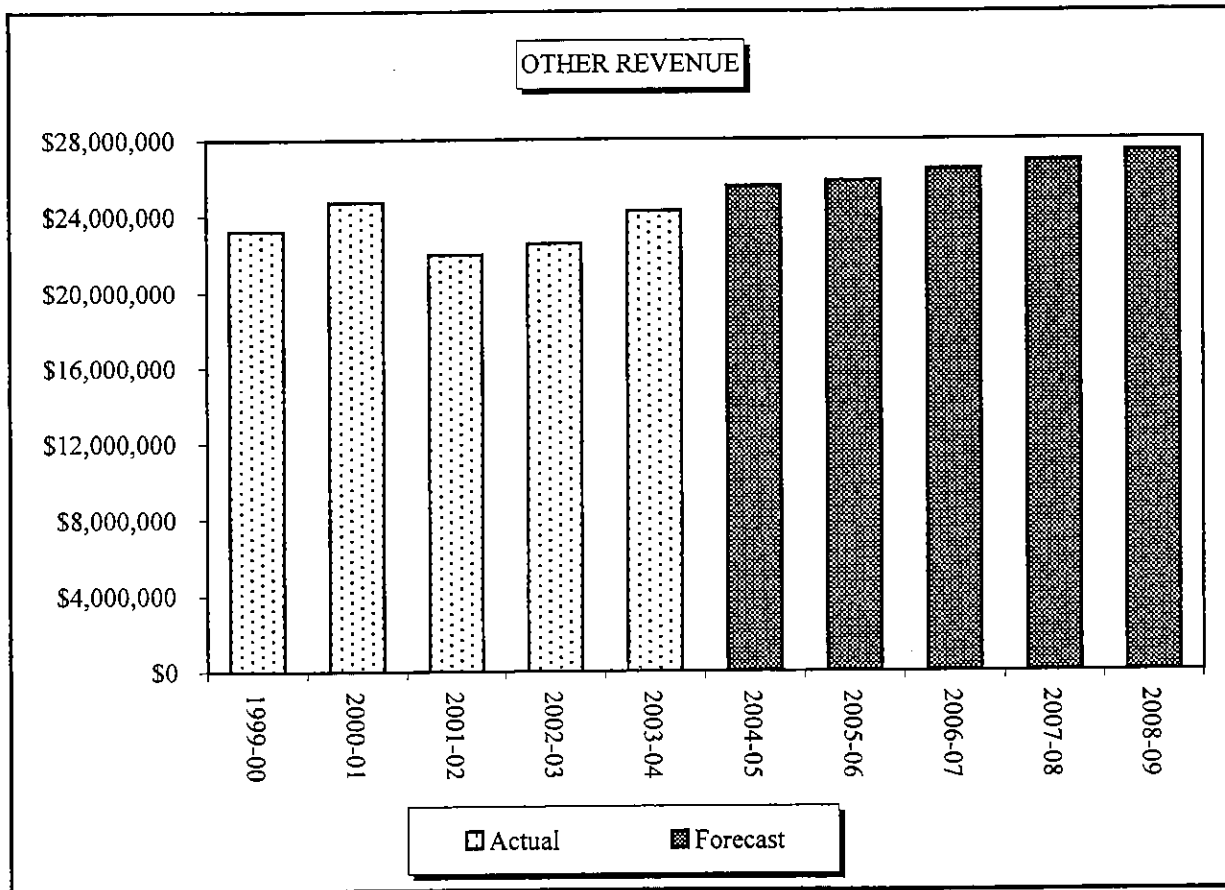
## **FORECAST**

Franchise Fees: The projection for the Fiscal Year 2004-05 Adopted Budget includes an increase in the fee collected from Foothill, resulting from the anticipated increase in their refuse disposal revenues. The four forecast years assume inflationary increasing revenue from Foothill and from the other Franchisees.

Licenses and Permits and Service Charges: This revenue is expected to increase during Fiscal Year 2004-05, reflecting the anticipated level of building permit activity and is held at that level for the forecast period.

Intergovernmental Revenue: Since there is not a State-adopted budget yet, the VLF revenue projected for use in the City's Fiscal Year 2004-05 Adopted Budget includes the full backfill by the State and the subsequent years increase slightly.

Interfund Revenue/Transfer: The cost allocation plan revision was completed and the updated numbers have been included in the Adopted Budget. The funding for the biennial update to the plan is included in the 2004-05 fiscal year Adopted Budget.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1999-00	23,251,000	8.0%
2000-01	24,750,000	6.4%
2001-02	21,995,000	(11.1%)
2002-03	22,566,000	2.6%
2003-04 *	24,260,000	7.5%
2004-05 **	25,559,000	5.4%
2005-06	25,831,000	1.1%
2006-07	26,425,000	2.3%
2007-08	26,890,000	1.8%
2008-09	27,372,000	1.8%

\* Unaudited

\*\* Adopted

## LOAN REPAYMENTS

This revenue source reflects the annual repayment of loan obligations from other funds.

### LOAN REPAYMENT SOURCES

- Shoreline Regional Park Community
- Revitalization Authority

### ECONOMIC FACTORS

- Financial condition of the paying funds

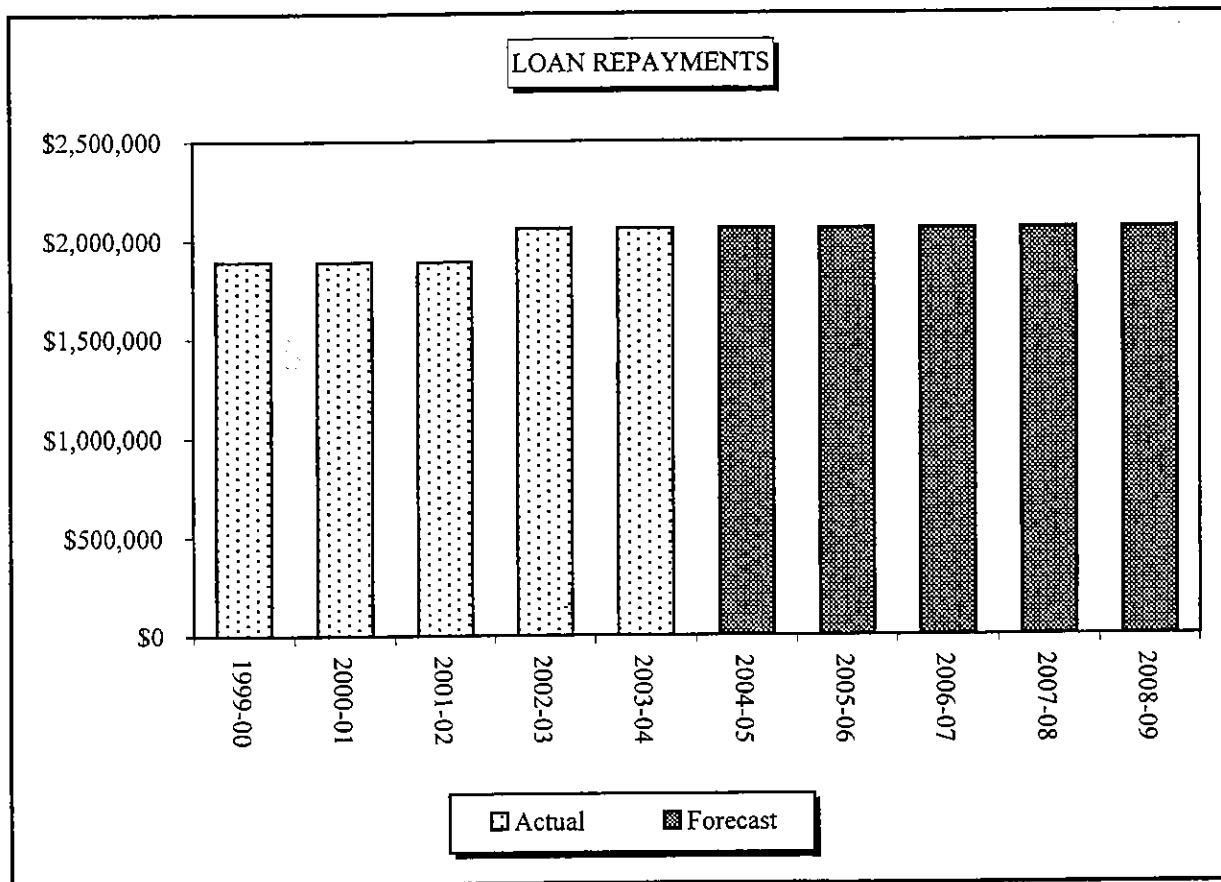
### HISTORY

Shoreline Regional Park Community (SRPC): The General Fund made a series of loans to this fund beginning in Fiscal Year 1985-86, which eventually totaled \$17.8 million. The loans were combined together into a consolidated loan during Fiscal Year 1988-89. Although this revenue is one-time in nature, it will not be fully repaid until Fiscal Year 2015-16 and is currently included as operating revenue.

Revitalization Authority (Authority): The General Fund also made a series of loans to this fund in 1989. In the Fiscal Year 1993-94 budget, the Council approved deferring the loan repayments a minimum of three years at no interest and extending the payoff until Fiscal Year 2013-14. Although the financial condition of the Authority subsequently improved, loan repayments continued to be deferred until Fiscal Year 2002-03. At that time, the loan to the Authority was reamortized to 2019, the end of the life of the District, at a 6.0 percent interest rate with an annual loan payment in the amount of \$165,500.

### FORECAST

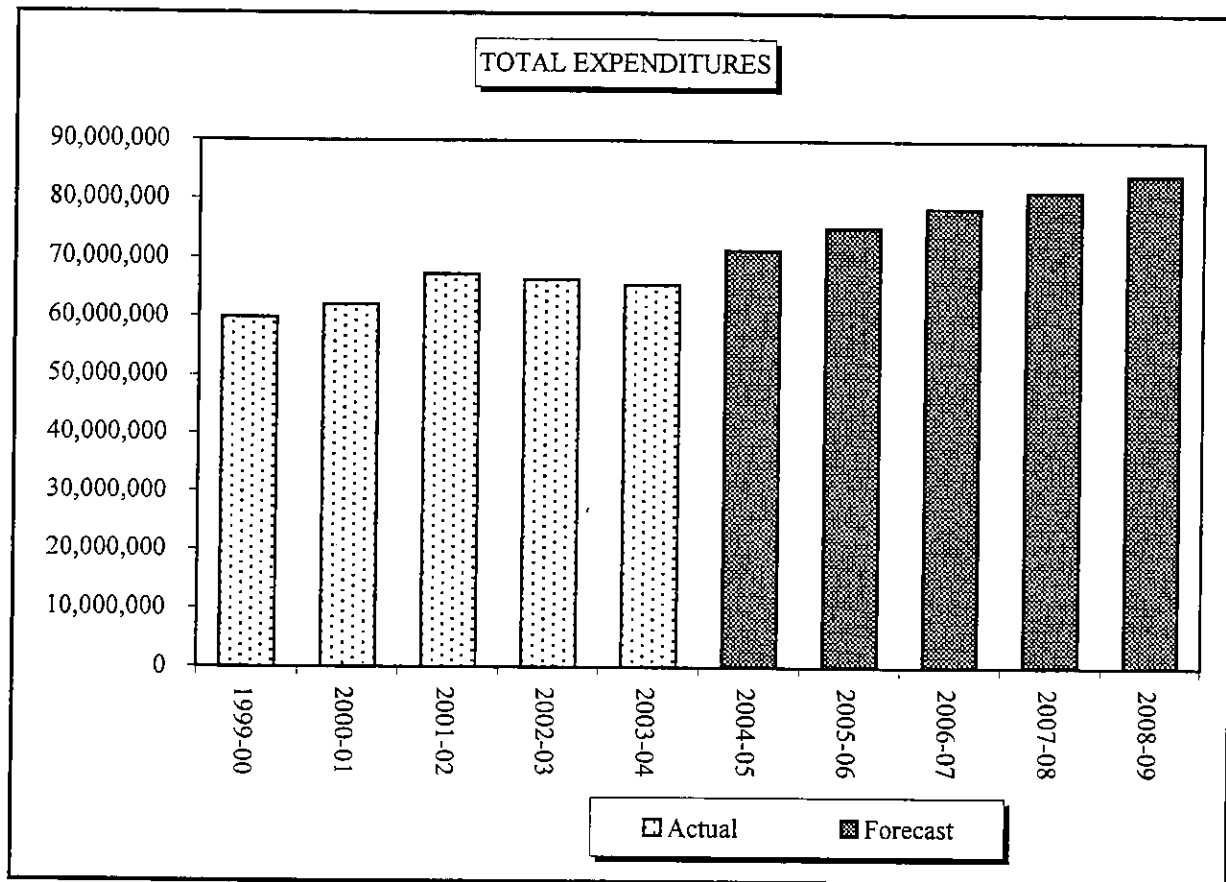
The SRPC and Revitalization Authority loan repayments remain at the same annual amount throughout the life of the debt.



<u>Fiscal Year</u>	<u>Annual Revenues</u>	<u>% Change</u>
1999-00	1,894,000	0.0%
2000-01	1,894,000	0.0%
2001-02	1,894,000	0.0%
2002-03	2,060,000	8.8%
2003-04 *	2,060,000	0.0%
2004-05 **	2,060,000	0.0%
2005-06	2,060,000	0.0%
2006-07	2,060,000	0.0%
2007-08	2,060,000	0.0%
2008-09	2,060,000	0.0%

\* Unaudited

\*\* Adopted



<u>Fiscal Year</u>	<u>Annual Expenditures</u>	<u>% Change</u>
1999-00	59,846,000	2.6%
2000-01	62,057,000	3.7%
2001-02	67,281,000	8.4%
2002-03	66,340,000	(1.4%)
2003-04 *	65,477,000	(1.3%)
2004-05 **	71,418,000	9.1%
2005-06	75,224,000	5.3%
2006-07	78,555,000	4.4%
2007-08	81,428,000	3.7%
2008-09	84,369,000	3.6%

\* Unaudited

\*\* Adopted

## **SALARIES AND BENEFITS**

The Salaries and Benefits category makes up the largest component of General Operating Fund expenditures and represents all personnel-related costs. There are currently four union-represented groups in the City: the Police Officers Association (POA sworn and nonsworn), the Mountain View Professional Firefighters Union (IAFF No. 1965) and Service Employees International Union (SEIU No. 715). The remaining employees are Management, Professional and certain Front-Line positions. The outcome of negotiations with each unit is a major factor in salary and benefit costs.

### **CATEGORIES**

- Salaries
- Wages
- Overtime
- Other pays (e.g., holiday-in-lieu, out-of-class, etc.)
- Medical/dental premiums
- Public Employees Retirement System (PERS)
- Other benefits (e.g., long-term disability, FICA, etc.)
- Workers' Compensation

### **HISTORY**

During the recession in the early 1990s, the City experienced retrenchment, eliminating a total of 31.5 General Fund positions. Over the next several fiscal years, the Council approved service enhancements in the highest-priority areas. However, in Fiscal Years 2002-03 and 2003-04, in response to the economic slowdown, 43.35 positions were eliminated and an additional 6.46 positions were transferred to other, more appropriate funding sources.

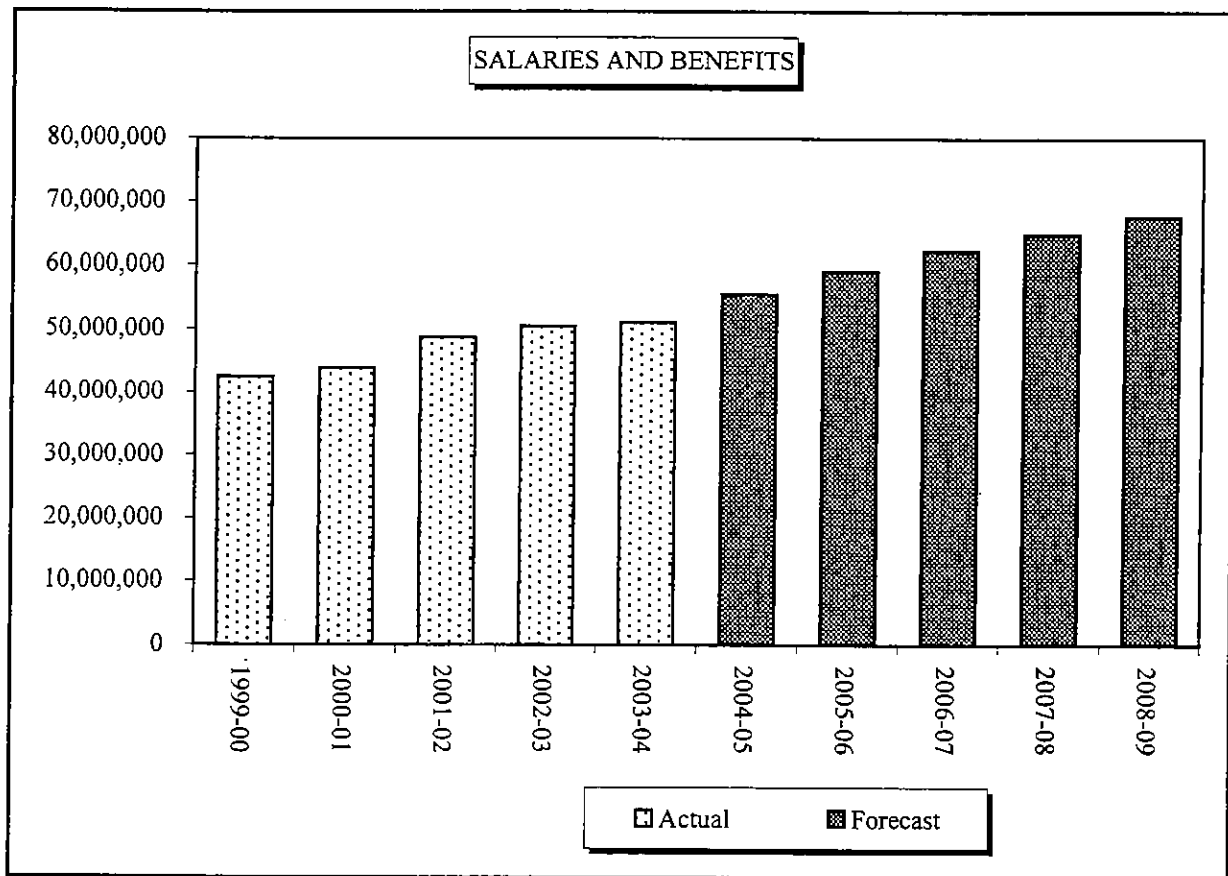
### **FORECAST**

As discussed during budget study sessions, the Adopted Budget includes the elimination of an additional 7.75 full-time equivalent General Operating Fund positions.



The Adopted Budget also includes the cost-of-living adjustments agreed to in the current IAFF No. 1965 and the POA sworn and nonsworn Memorandums of Understanding. Included in the Adopted Budget is funding for all frontline employees to receive the appropriate step increase, and a minimal amount is included for merit increases.

Other anticipated benefit costs increases (i.e., health care costs) are reflected in the Fiscal Year 2004-05 Adopted Budget. Public Employees Retirement System (PERS) employer contribution rates for Fiscal Year 2004-05 and 2005-06 reflect the rate calculated by PERS in the most recent actuarial. The Safety rate is 30.3 percent for Fiscal Year 2004-05, 33.0 percent is projected for Fiscal Year 2005-06, increasing annually each subsequent year of the forecast, reflecting the impact of the enhanced retirement benefit granted to Public Safety. Both Police and Fire Safety will be sharing in the increased cost. The rate for the remaining groups is 7.98 percent for Fiscal Year 2004-05, 9.4 percent is projected for Fiscal Year 2005-06, increasing annually each subsequent year of the forecast. The remaining benefits, consisting primarily of employee insurance coverages, are included in the forecast with projected inflationary increases.



<u>Fiscal Year</u>	<u>Annual Expenditures</u>	<u>% Change</u>
1999-00	42,394,000	4.1%
2000-01	43,838,000	3.4%
2001-02	48,659,000	11.0%
2002-03	50,431,000	3.6%
2003-04 *	51,012,000	1.2%
2004-05 **	55,458,000	8.7%
2005-06	59,034,000	6.4%
2006-07	62,228,000	5.4%
2007-08	64,944,000	4.4%
2008-09	67,706,000	4.3%

\* Unaudited

\*\* Adopted

## **SERVICES AND SUPPLIES**

The Services and Supplies category makes up the second largest component of General Operating Fund expenditures and represents costs of operations.

### **CATEGORIES**

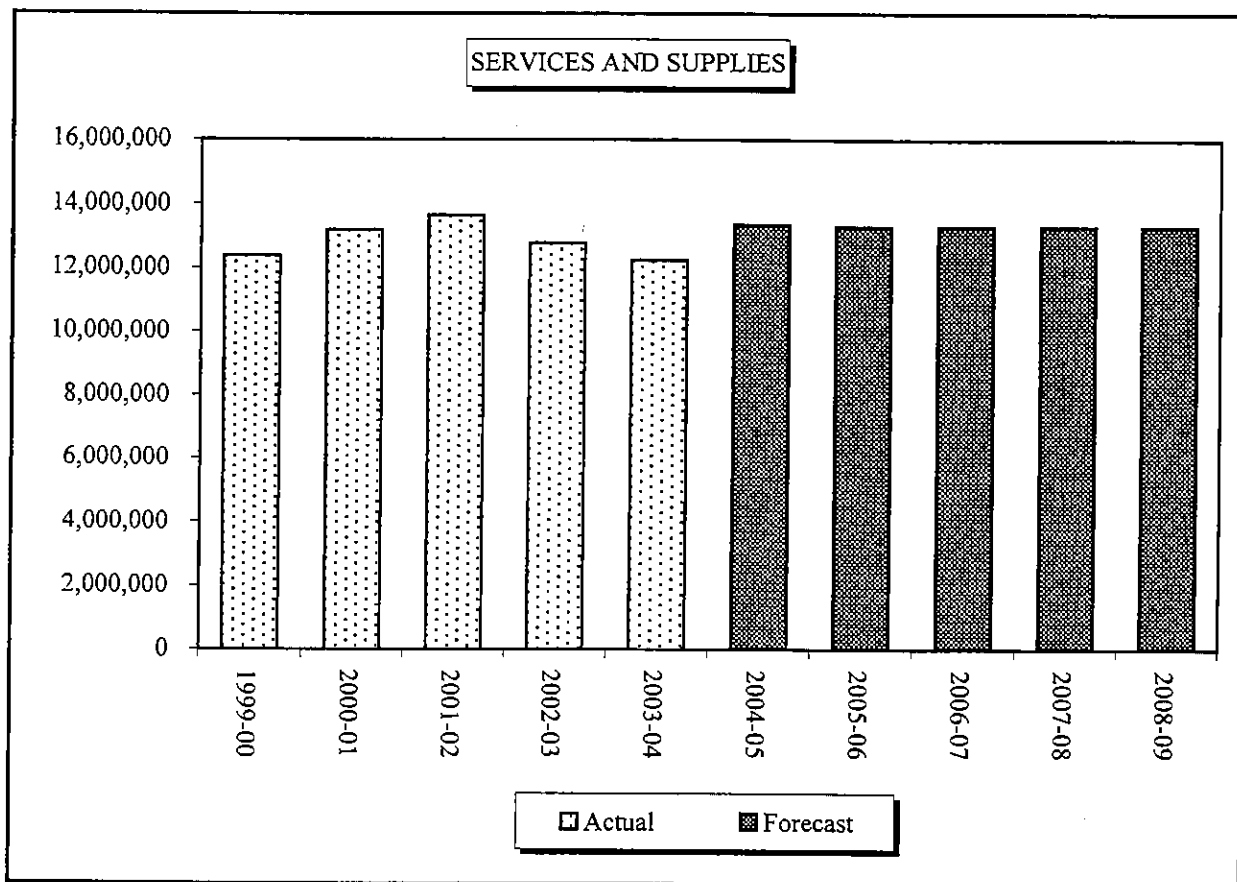
- Materials and Supplies
- Maintenance and Operations
- Utilities
- Professional/Technical Services
- Training, Conference and Travel
- Miscellaneous Expenditures

### **HISTORY**

From Fiscal Year 1995-96 through 2001-02, the Council has approved increases (averaging 7.8 percent annually) for the highest-priority programs. In Fiscal Year 2002-03 and Fiscal Year 2003-04 the Council approved net 4.9 percent and 10.5 percent reductions, respectively, from the prior fiscal year's adopted budgets.

### **FORECAST**

The Fiscal Year 2004-05 Adopted Budget includes a 2.8 percent increase in the services and supplies account compared to the prior year adopted budget reflecting expenditures that are mandatory in nature. Subsequent forecast years are held at the Fiscal Year 2004-05 level.



<u>Fiscal Year</u>	<u>Annual Expenditures</u>	<u>% Change</u>
1999-00	12,377,000	(2.1%)
2000-01	13,194,000	6.6%
2001-02	13,658,000 (1)	3.5%
2002-03	12,780,000	(6.4%)
2003-04 *	12,250,000	(4.1%)
2004-05 **	13,362,000	9.1%
2005-06	13,304,000	(0.4%)
2006-07	13,304,000	0.0%
2007-08	13,304,000	0.0%
2008-09	13,304,000	0.0%

\* Unaudited

\*\* Adopted

(1) Includes Interfund Transfers

## CAPITAL OUTLAY AND EQUIPMENT REPLACEMENT

The Capital Outlay and Equipment Replacement category represents the new and replacement equipment needs of the City. Although, individually, Capital Outlay is one-time in nature, the City includes this category in the operating budget to reflect capital needs on an annual basis. In addition to the General Operating Fund, the Shoreline Golf Links, Revitalization Authority, Parking District, Shoreline Regional Park Community, Water, Wastewater, Solid Waste Management and Fleet Maintenance Funds make annual contributions based on the equipment used by those operations. Equipment replacement expenses are paid by the Equipment Replacement Reserve Fund.

### CATEGORIES

- Capital Outlay
- Equipment Replacement

### HISTORY

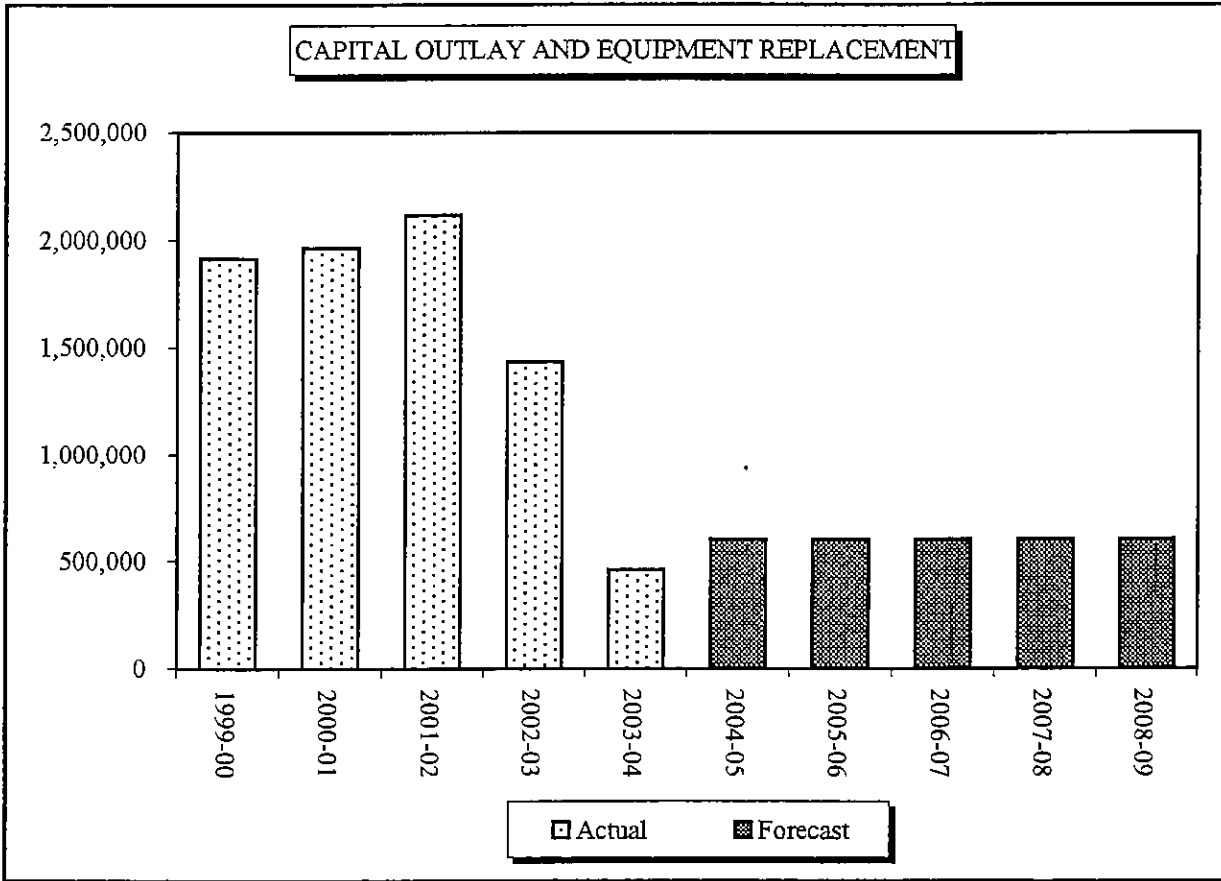
Capital Outlay: Since Fiscal Year 1993-94, the annual expenditures have grown as a result of an increased level of technology and related equipment, and an increase in the number and quality of safety vehicles. The Fiscal Year 2002-03 Adopted Budget included an ongoing \$100,000 reduction to capital outlay, and the Fiscal Year 2003-04 Adopted Budget included a further reduction of \$200,000, leaving the annual funding at \$200,000.

Equipment Replacement: The Equipment Replacement Reserve was initially funded in Fiscal Year 1992-93 with year-end General Fund carryover. Since that time, the Council has approved transfers to this fund from the year-end General Fund carryover to supplement the General Operating Fund's share of funding. Beginning in Fiscal Year 1994-95, the General Operating Fund increased funding by \$200,000 annually until it was fully funding its share by Fiscal Year 2001-02. Due to economic circumstances, Fiscal Year 2002-03 included a \$500,000 reduction in the General Operating Fund's contribution to Equipment Replacement, and the 2003-04 Adopted Budget included an additional \$500,000 reduction in funding.

### FORECAST

Capital Outlay: The Fiscal Year 2004-05 Adopted Budget is maintained at the reduced level adopted for Fiscal Year 2003-04.

Equipment Replacement: The Fiscal Year 2004-05 Adopted Budget is maintained at approximately the level adopted for Fiscal Year 2004-05.



<u>Fiscal Year</u>	<u>Annual Expenditures</u>	<u>% Change</u>
1999-00	1,919,000	3.0%
2000-01	1,969,000	2.6%
2001-02	2,118,000	7.6%
2002-03	1,434,000	(32.3%)
2003-04 *	461,000	(67.9%)
2004-05 **	600,000	30.2%
2005-06	600,000	0.0%
2006-07	600,000	0.0%
2007-08	600,000	0.0%
2008-09	600,000	0.0%

\* Unaudited

\*\* Adopted

(THIS PAGE INTENTIONALLY LEFT BLANK)

## SELF-INSURANCES

The Insurances category represents the General Operating Fund's share of insurance costs accounted for in the Internal Service Funds. Special Funds and the Enterprise Funds also contribute to benefit insurances.

### CATEGORIES

- General Liability
- Retirees' Health Care
- Vision Care

### HISTORY

General Liability: In Fiscal Year 1993-94, the City joined a liability insurance pool (ACCEL) with other select cities for the provision of \$19.0 million coverage in excess of the then current \$1.0 million self-insured retention (SIR) for total coverage of \$20.0 million. Beginning in Fiscal Year 2001-02, funding of liability insurance was spread to all funds which receive a benefit from this insurance coverage. Previously, the cost was funded entirely by the General Operating Fund.

Retirees' Health Care and Vision Care: The medical premiums for eligible retirees are paid by the Retirees' Health Fund, and vision care claims and reimbursement for safety glasses submitted by current employees are paid by the Employee Benefits Fund. The annual cost of both of these programs is allocated to all operating funds. The Fiscal Year 2003-04 Adopted Budget included funding of the General Operating Fund's share to be paid by investment earnings generated by the Retirees Health Reserve balance.

### FORECAST

General Liability: The Adopted Budget includes allocation of this funding to the General Operating Fund, Shoreline Golf Links, Revitalization Authority, Parking District, Shoreline Regional Park Community, Water, Wastewater and Solid Waste Management Funds. The Fiscal Year 2004-05 through 2008-09 projections are based on maintaining the minimum policy level for reserve balances. Operating expenditures were increased for Fiscal Year 2004-05, reflecting the overall higher cost of insurances.

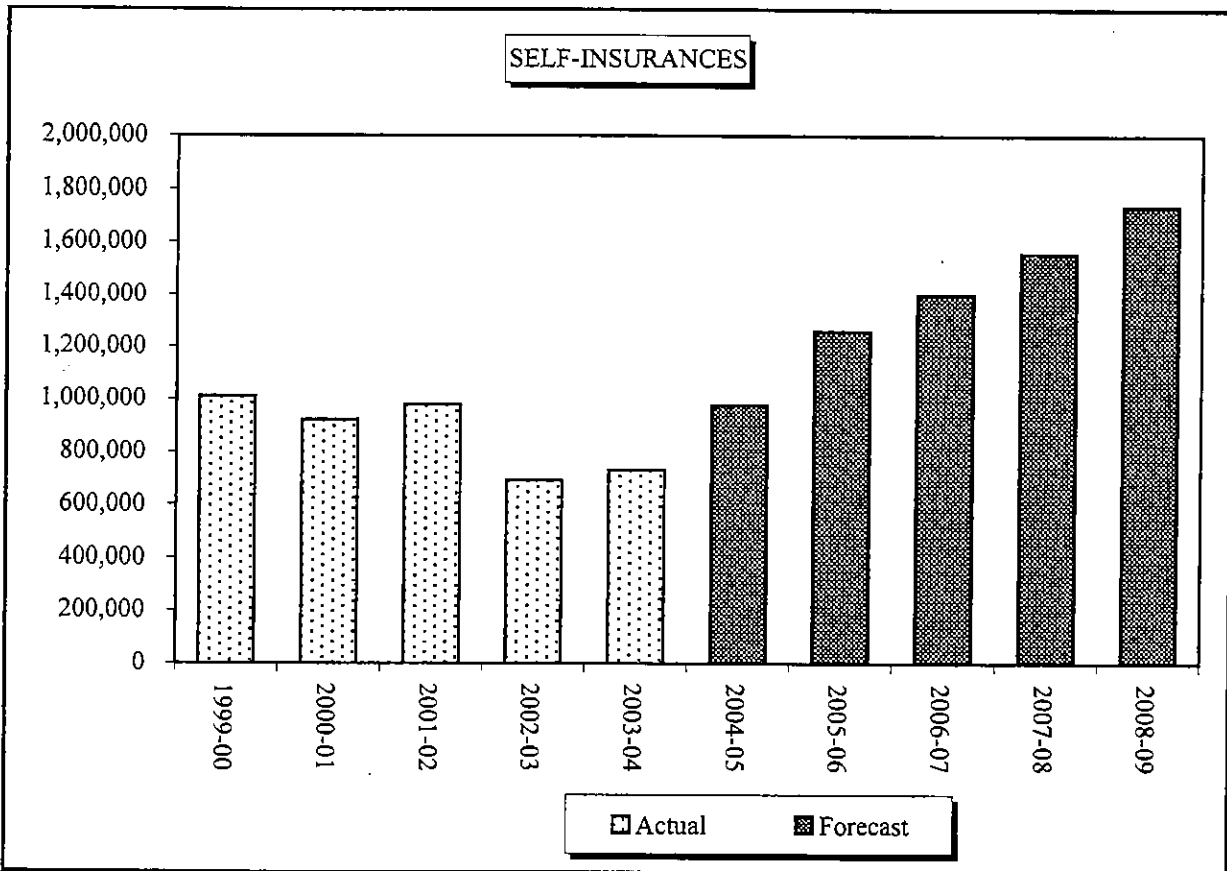
Retirees' Health Care: The General Operating Fund's contribution to the Retirees' Health Fund is based on the projected cost of health care premiums for retired employees and the number of retirees. The number of retirees is calculated to increase



by 15 annually through the forecast period. This is based on historical trends and the number of known pending retirements.

To date, the General Operating Fund has contributed the entire reserve balance of the Retirees' Health Fund. The Fiscal Year 2004-05 Adopted Budget includes funding in the amount of \$300,000 from the General Fund Operating Fund with the remainder of the annual cost to be funded from investment earnings on the reserve balance. In addition, the Adopted Budget includes an allocation of \$3.0 million of the General Fund unallocated carryover to the reserve. The City is not yet required to fund this; however, in recognition of the liability of this program, Council has allocated funds to the reserve since Fiscal Year 1992-93.

Vision Care: The General Operating Fund's contribution is based on the projected amount required to fund vision coverage for employees and retirees and safety glasses for employees.



<u>Fiscal Year</u>	<u>Annual Expenditures</u>	<u>% Change</u>
1999-00	1,011,000	4.0%
2000-01	921,000	(8.9%)
2001-02	978,000	6.2%
2002-03	693,000	(29.1%)
2003-04 *	733,000	5.8%
2004-05 **	976,000	33.2%
2005-06	1,262,000	29.3%
2006-07	1,402,000	11.1%
2007-08	1,559,000	11.2%
2008-09	1,736,000	11.4%

\* Unaudited

\*\* Adopted

## DEBT SERVICE

The Debt Service category funds the debt obligations of the General Fund to the Debt Service Funds.

### CATEGORIES

- City Hall and Center for the Performing Arts

### HISTORY

City Hall/Center for the Performing Arts: In Fiscal Year 1988-89, the City issued debt to fund the construction of a new City Hall building and Center for the Performing Arts. The City refinanced this debt in Fiscal Year 1992-93, reducing annual debt service payments an average of \$230,000 and a total savings of approximately \$5.5 million over the life of the debt.

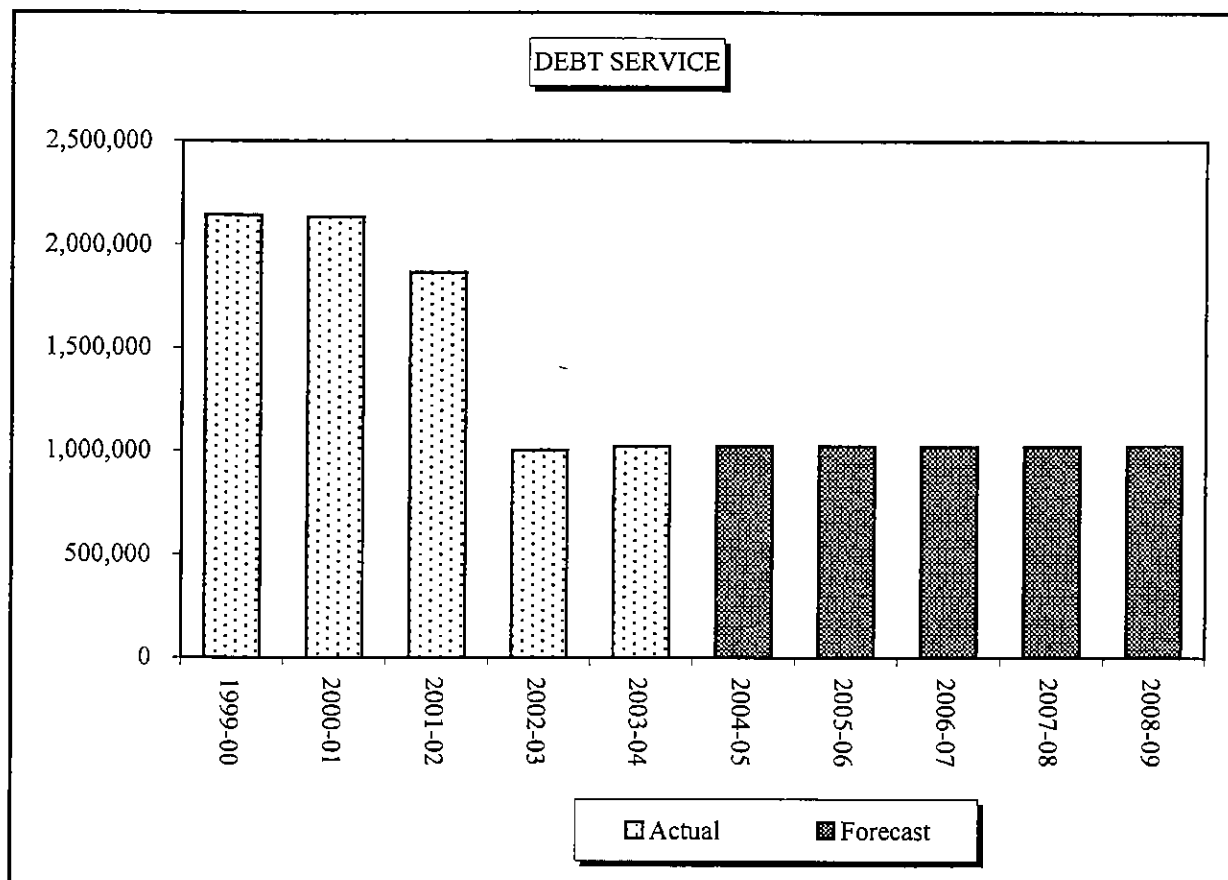
The Council approved the allocation of \$5.0 million from the Fiscal Year 1999-2000 General Fund carryover and \$5.0 million from the Fiscal Year 2000-01 carryover to call a portion of the outstanding General Fund bonds. The \$10.0 million bond call and refinancing completed in August 2001 reduced the ongoing General Operating Fund debt service obligation by approximately \$1.1 million annually.

### FORECAST

City Hall/Center for the Performing Arts:

The forecast period reflects the scheduled debt service payments.

HMA/5/BUD  
530-08-24-04R^



<u>Fiscal Year</u>	<u>Annual Expenditures</u>	<u>% Change</u>
1999-00	2,145,000	0.0%
2000-01	2,135,000	(0.5%)
2001-02	1,868,000	(12.5%)
2002-03	1,002,000	(46.4%)
2003-04 *	1,021,000	1.9%
2004-05 **	1,022,000	0.1%
2005-06	1,024,000	0.2%
2006-07	1,021,000	(0.3%)
2007-08	1,021,000	0.0%
2008-09	1,023,000	0.2%

\* Unaudited

\*\* Adopted

(THIS PAGE INTENTIONALLY LEFT BLANK)

## ALPHABETICAL INDEX

Accounting Program Summary .....	2-61
Administrative Services Program Summary .....	2-64
Below Market Rate Housing Fund Schedule .....	4-8
Budget Awards .....	1-47
Budget Review Process .....	3-11
Building Inspection Program Summary .....	2-100
Cable Television Fund Schedule .....	4-15
Capital Improvement Projects for Fiscal Year 2004-05 – Adopted .....	3-22
Capital Outlay - Adopted .....	3-18
City Attorney's Office Department Summary .....	2-20
City Attorney's Office Organizational Chart .....	2-18
City Clerk's Office Department Summary .....	2-11
City Clerk's Office Organizational Chart .....	2-9
City Council Department Summary .....	2-4
City Council Organizational Chart .....	2-3
City Government Organization Chart .....	3-1
City Manager's Office Department Summary .....	2-28
City Manager's Office Organizational Chart .....	2-26
City-Wide Accomplishments .....	1-17
City-Wide Goals .....	1-25
Community Development Administration Program Summary .....	2-83
Community Development Block Grant (CDBG) Fund Schedule .....	4-13
Community Development Department Organizational Chart .....	2-73
Community Development Department Summary .....	2-76
Community Profile .....	3-28
Community Services Administration Program Summary .....	2-154
Community Services Department Organizational Chart .....	2-143
Community Services Department Summary .....	2-146
Construction Tax - Real Property Conveyance Tax Fund Schedule .....	4-7
CSMFO Budgeting Awards .....	1-33
Debt Service Payments by Entity – Annual .....	3-34
Debt Service Requirements .....	3-36
Economic Development Program Summary .....	2-91
Employee Benefits Self-Insurance Fund Schedule .....	4-27
Employee Services Department Organizational Chart .....	2-35
Employee Services Department Summary .....	2-37
Engineering and Environmental Compliance Program Summary .....	2-152
Engineering Program Summary .....	2-127
Equipment Maintenance and Replacement Internal Service Fund Schedule .....	4-22
Equipment Replacement - Adopted .....	3-20
Expenditures, General Operating Fund .....	1-30
Expenditures Graph, General Operating Fund .....	1-34
Expenditures Graph, Total Operating .....	1-33
Expenditures Graph, Total Fund .....	1-32
Expenditures, One-Time .....	3-16

Expenditures Pie Chart, General Operating Fund .....	1-35
Expenditures Pie Chart, Total Fund .....	1-35
Expenditures, Total Fund .....	1-29
Finance and Administrative Services Administration Program Summary .....	2-52
Finance and Administrative Services Department Organizational Chart .....	2-43
Finance and Administrative Services Department Summary .....	2-46
Financial and Budgetary Policy .....	3-37
Financial Management Program Summary .....	2-56
Fire Administration Program Summary .....	2-211
Fire and Environmental Protection Program Summary .....	2-218
Fire Department Organizational Chart .....	2-204
Fire Department Summary .....	2-206
Fire Suppression Program Summary .....	2-214
Forestry and Roadway Landscape Program Summary .....	2-171
Fund Group Summaries .....	4-2
Gas Tax Fund Schedule .....	4-6
General Fund Five-Year Forecast:	
Capital Outlay and Equipment Replacement Expenditures .....	5-32
Debt Service Expenditures .....	5-38
Loan Repayment Revenues .....	5-24
Other Revenues .....	5-20
Other Taxes Revenues.....	5-13
Property Tax Revenues .....	5-9
Revenues and Expenditures Summary .....	5-4
Salaries and Benefits Expenditures .....	5-27
Sales Tax Revenues .....	5-6
Self-Insurances Expenditures .....	5-35
Services and Supplies Expenditures .....	5-30
Total Expenditures .....	5-26
Total Revenues .....	5-5
Transmittal Memo .....	5-1
Use of Money and Property Revenues .....	5-17
General Notes .....	2-1
General Operating Fund Schedule .....	4-4
General Operating Fund - Shoreline Golf Links Schedule .....	4-5
GFOA Distinguished Budget Presentation Award .....	1-32
Glossary .....	3-43
Interfund Transfers Schedule .....	4-30
Legal Debt Margin .....	3-33
Liability Insurance Fund Schedule .....	4-25
Library Public Services Program Summary .....	2-194
Library Services Administration Program Summary .....	2-191
Library Services Department Organizational Chart .....	2-184
Library Services Department Summary .....	2-186
Library Support Services Program Summary.....	2-198
Local Law Enforcement Block Grant Fund Schedule .....	4-14
Neighborhood Preservation Program Summary .....	2-96

Nonprofit Agency Funding .....	3-15
Benefit Assessment District Fund Schedule .....	4-11
Park Land Dedication Fund Schedule .....	4-18
Parks Program Summary .....	2-174
Performing Arts Program Summary .....	2-159
Planning Program Summary .....	2-86
Police Administration Program Summary .....	2-232
Police Department Organizational Chart .....	2-224
Police Department Summary .....	2-226
Police Field Operations Program Summary .....	2-236
Police Investigative Services Program Summary .....	2-240
Police Support Services Program Summary .....	2-244
Position Allocation, Full-time and Permanent Part-time .....	3-12
Property Taxpayers, Top Ten .....	3-32
Public Works Administration Program Summary .....	2-118
Public Works Business and Internal Services Program Summary .....	2-133
Public Works Department Organizational Chart .....	2-105
Public Works Department Summary .....	2-108
Public Works Public Services Program Summary .....	2-138
Recreation Program Summary .....	2-178
Reserves Schedule .....	4-28
Resolutions .....	1-40
Retirees' Health Program Insurance Fund Schedule .....	4-26
Revenues, General Operating Fund.....	1-31
Revenues Graph, General Operating Fund.....	1-37
Revenues Graph, Other Fund .....	1-38
Revenues Graph, Total Fund.....	1-36
Revenues Pie Chart, General Operating Fund.....	1-39
Revenues Pie Chart, Total Fund.....	1-39
Revenues, Total Fund.....	1-28
Revitalization Authority Fund Schedule .....	4-10
Risk Management Program Summary .....	2-69
Shoreline Golf Links Program Summary .....	2-166
Shoreline Program Summary .....	2-163
Shoreline Regional Park Community Fund Schedule .....	4-16
Solid Waste Management Fund Schedule .....	4-21
Storm Drain Construction Fund Schedule .....	4-17
Supplemental Law Enforcement Services Fund Schedule .....	4-12
Transit Oriented Development Fund Schedule .....	4-9
Transmittal Letter .....	1-1
Transportation and Policy Program Summary .....	2-122
Unemployment Self-Insurance Fund Schedule .....	4-24
Wastewater Fund Schedule .....	4-20
Water Fund Schedule .....	4-19
Workers Compensation Self-Insurance Fund Schedule .....	4-23